

**Portfolio Project Management
In
Philanthropic Organizations**

الخيرية المؤسسات في حزم المشاريع ادارة

**By
Nojoud Hassan El Hassan
Student ID 80100**

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Dissertation Supervisor
Professor Ashly H. Pinnington

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DISSERTATION RELEASE FORM

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Abstract

It may be said that we are now in a golden age of philanthropy; due to the unprecedented amount of money received by the non-profit sector. However, most philanthropic organizations are lacking in strong strategic plans and established procedures that can support sound project or portfolio selection decisions. Moreover, the combination of weak strategic plans and increased scale of giving is likely to cause unwise selection of projects and portfolios. These projects would not be able to achieve the maximum social impact desired by their organizations. The purpose of this research is to identify the most appropriate portfolio management approach for philanthropic settings. The study is exploratory in nature; since direct literature on the topic was almost non-existent. The research process uses mixed qualitative and quantitative methods to attain comprehensive results. It includes a review of the current literature, followed by the data collection methods used: exploratory study and survey method. The major findings indicate that the current portfolio management approaches do not match the nature of the philanthropic sector; there is need for development of a revised approach capable of selecting portfolios of maximum social impact. Moreover, recommendations for effective portfolio management in philanthropic organizations are provided, future challenges identified and suggestions made for future research.

Abstract in Arabic

الغير الخيري القطاع هذا يتلقاه الذي الأموال من الكبير للتدفق نظرا الخيري، للعمل الذهبي العصر في الآن اننا القول يمكن يمكن التي المناسبة والإجراءات القوية الاستراتيجية الخطط في نقص من الخيرية المنظمات معظم تعاني ذلك، ومع ربحي في الزيادة مع الضعيفة الاستراتيجية الخطط وجود ذلك الى اضافة .المختلفة المشاريع حزم او المشاريع اختيار قرارات تدعم أن على قادرة غير انها المشاريع هذه نتيجة وتكون .المناسبة المشاريع لاختيار حكمة غير قرارات الى يؤدي قد العطاء حجم المشاريع حزم لإدارة نهج أصلح على التعرف هو البحث هذا وهدف.منها المطلوب الاجتماعي التأثير درجات أقصى تحقيق وقد .الخيري المجال هذا في الدراسات هذه من القليل يوجد أنه حيث نوعها، في استطلاعية الدراسة هذه وتعد .الخيرية للدراسات مراجعة البحث محتوى ويتضمن .المستهدفة النتائج لتحقيق والنوعية الكمية الأساليب البحث عملية استخدمت طرق أن إلى الرئيسية النتائج وتشير .بحثي استبيان و استكشافية دراسة : وهي المستخدمة البيانات جمع طرق ثم الحالية، المشاريع لاختيار ومنقح مناسب نهج وجود لعدم نظراً الخيري، القطاع طبيعة مع تتطابق لا الحالية المشاريع حزم ادارة و التحديات ويناقش الخيري، المجال في المشاريع لإدارة صالحة توصيات يقدم البحث فان ذلك، الى واطافة .الخيرية .اخرى متنوعة لابات الاقتراحات

Dedication

I'd like to dedicate this humble work to the best role model, to the teacher of true life, to the beloved ***Prophet Muhammad (Peace be upon him)***.

During this long journey the beloved Prophet Muhammad wisdom shined through all the way; one of his sayings was and is still an inspiration to me:

The ***Prophet Muhammad*** (Peace be upon him) said:

"If anyone travels on a road in search of knowledge, God will cause him to travel on one of the roads of Paradise. The angels will lower their wings in their great pleasure with one who seeks knowledge. The inhabitants of the heavens and the Earth and (even) the fish in the deep waters will ask forgiveness for the learned man. The superiority of the learned over the devout is like that of the moon, on the night when it is full, over the rest of the stars. The learned are the heirs of the Prophets, and the Prophets leave (no monetary inheritance), they leave only knowledge, and he who takes it takes an abundant portion."

- *Sunan of Abu-Dawood, Hadith 1631*

Acknowledgement

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- A special thank you to the light in my life and closest companion: *my Mother*, who has guided me through all the time and who has earned her right to graduation more than I.
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List of Abbreviations

AHP Analytical Hierarchy Process

BCG Boston Consulting Group Matrix

CSO Civil Society Organisation

ECV Expected Commercial Value Method

FAP Financial Appraisal Profile

INGO International Non-Governmental Organisation

NGO Non-Governmental Organizations

NPO Non-Profit Organizations

PM Project Management

PMI Project Management Institutes

PMO Project Management Office

PPM Project Portfolio Management

R&D Research and Development

Chapter 1

INTRODUCTION

1.1 Introduction

Chapter 1 is an introductory chapter of this exploratory research. It aims to present the research topic, describes the research drivers and selected methodology to carry out the research. At the beginning, a background of the topic is given, during which some of the main problems are presented. Following this the aims, objectives and research questions are identified, noting that the methodology is described in detail in Chapter four. The main limitations of the research are listed after an outline of the included chapters is presented.

1.2 Background Information

Notions of solidarity, mutuality, and voluntary altruism constitute prime rationales of nonprofit activity (Toepeler 2003). Philanthropic organizations nature of work is based on conducting specific projects with a definite start and end. Their selection of projects and portfolios are usually attributed to two strategic determinants: Charitable motivations and Pragmatic or organizational concerns (Fruttero and Gaurin 2005). However, one of the most importance and critical management issues lies in determining the best project portfolio out of a given set of proposals (Doerner *et al.* 2006).

1.3 Problem Statement and Synopsis

Problem statement

Unwise selection of project/programme portfolios can lead to conducting of low-value projects or the taking of high risk projects that are not in the best interest of those organizations. The literature estimates that such problems cause organizations to obtain only 60% of their projects value. Thus, research to identify appropriate portfolio management approaches for philanthropic organizations would be of significant value.

Synopsis

The research aims to identify findings that would enable philanthropic organizations' decision makers to enhance their project portfolio management process and identify the optimal portfolio of projects required to achieve maximum social value. Through the exploratory study, the research aims to extend the general benefits that PPM offers such as: maximum portfolio value and strategy alignment to the philanthropic sector.

1.4. Aim, Objectives and Research questions

Overall aim: The aim of this research is to identify the appropriate portfolio management approach for philanthropic organizations

Research objectives

In order to achieve this, the following objectives have to be fulfilled:

- To research the nature of philanthropic work in the literature and identify its special attributes.
- To research the aspects of project portfolio management in literature and identify its aspects.
- To identify the most appropriate portfolio approach and provide recommendations for its successful implementation.

Research Questions

The research aims to address the following research questions:

- RQ1: What is the current status of project portfolio management in philanthropic settings?

- RQ2: What are the general recommended portfolio approaches for philanthropic organizations?
- RQ3: What are the challenges and recommendations to successful portfolio management in the philanthropic sector?

To answer these research questions, the exploratory research used a mixed-methods approach of qualitative and quantitative research tools to undertake this study. More details on the research methodology is available in Chapter 4: Research Methodology

1.5. Structure of the Research

The structure of this research is to start with a review of the available literature on the topic, followed by collecting data using exploratory studies and survey method in order to answer the research questions and meet the objectives of the research.

The complete dissertation is represented in eight chapters. The chapters have a logical setting as the topics progress. These chapters are:

Chapter 1. This chapter “Introduction” gives a background on the research topic. It describes the research drivers, aims and objectives. It further discusses the research limitations encountered during the research.

Chapter 2. This chapter “Understanding Project Portfolio Management” discusses mainly theoretical concepts of PPM, presents from literature problems faced or general challenges in the field of project portfolio management, history on past & contemporary approaches for project or portfolio selection.

Chapter 3. This chapter “Towards effective Philanthropy” represents the literature review conducted about the main aspects of philanthropy such as factors considered by philanthropic

organizations for project or portfolios selection, project portfolio issues faced by such organizations and general recommendations for improving philanthropy

Chapter 4. This chapter “Research Methodology” elaborates on methodology used for research for the dissertation. The researcher’s approaches and strategies are discussed in detail.

Chapter 5. This chapter: “Data Collection” provides the general information gathered during the data collection process; it presents the main feedback gathered from the exploratory study and surveys results.

Chapter 6: This chapter “Data Analysis” provides detailed analysis of the data gathered by the research methods while referring to the research questions and using SPSS software for analysis.

Chapter 7: This chapter “Discussion” contains the discussion on the main research findings in reference to the research questions.

Chapter 8: This chapter “Recommendations and Conclusions” contains recommendations for addressing the identified challenges, suggested areas of research. The chapter also contains the overall conclusion arrived at the end of the research.

1.6. Research Limitations

Despite the researcher’s best efforts, this research, as the case with many other researches, had been associated with certain limitations.

First, the research faced data access difficulties during data collection: respondents were very sensitive to disclosing information; which lead to a moderate sample size: 71 respondents from 15 different philanthropic organizations. In reality, an inclusion of an increased number of respondents from organizations will enhance the reliability and integrity of the result.

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The second limitation is also related to data collection. The research topic was found to be poorly researched; information on similar research was almost not available. Therefore, much of the findings were based on collective analysis from the literature review and data collected through the exploratory study and survey method. However, no comparisons to previous research could be made.

The third limitation is the utilization of forced-choice questions in the survey; which generally introduces certain inaccuracies in results; since the answers are likely to represent respondents' closest point of view. This limitation also doesnot allow the respondents to express their own opinion. However, this was incorporated to address the concern of data control and quality which the survey faced due to being conducted without the direct presence of the researcher.

Finally, time consideration was one of the main limitations, since additional time could have assisted in mitigating several of the above-mentioned limitations.

Chapter 2

Understanding Project Portfolio Management

This chapter represents the literature review conducted about the theoretical subject of Project Portfolio management (PPM). It discusses the core concepts of the subject topic: need for PPM, how PPM resolved Projectified organizations, history of PPM, PPM Process and PPM Process challenges.

2.1 Related Definitions

2.1.1 Project

The literature provides a variety of definitions for this term:

- A project is a temporary endeavor with a defined start and finish undertaken to create or deliver a unique product or service (Moustafev 2011).
- A temporary endeavor undertaken to create a unique product or service. (PMI 2000:6)
- Projects are a series of planned activities with clearly defined start and end points and clearly defined deliverables (Rajegopal, McGuin and Waller 2007).

Not all projects are equal. Literature has provided different classifications of projects according to the researchers' various perspectives (Levine 2005, Atlantic Global 2007).

Levine (2005) provided three classifications of projects as follows:

- Utility or Maintenance project: projects that generally support ongoing projects and services. When prioritized, these projects might not register as high on the benefits-value scale as some other project types. For this prequalification criteria consist more of need and justification data as opposed to cash-based benefits and alignment to strategies
- Growth or enhancement project: Projects that support strategic initiatives and represent increasing value. Such projects are needed to keep the firm in a solid competitive position. They're likely to fall into the medium-to-high benefit and high-

alignment segments of the ranking criteria. For most of the organizations, the growth or enhancement projects will comprise the bulk of the project

- Transformation project: a project which offers the opportunities to move the firm to a new level or to introduce new products or services that will dominate the market place. The goal is to capture a new market or leap ahead in technology; it has the potential of yielding benefits but must require special handling.
 - ✓ Under this category, there exists *Gorilla projects*, Levine (2005) describes them as projects that lead to strong products that dominate a market and force any potential competitor to search for a niche market instead.

Atlantic Global (2007) provided the following categories based on competitive advantage:

- Tactical: delivering competitive advantage today
- Administrative: delivering concurrently promised service levels and supporting existing strategic projects
- Strategic: delivering competitive advantage in the future
- Innovation: smaller and experimental projects delivering possible competitive advantage tomorrow
- Future vision: contingent upon strategic and innovation projects

2.1.2 Program

Although programs are not directly related to the subject research, understanding its definition will help in distinguishing between projects and programs.

Moustafev (2011) provided the below definition:

Programs are closely related to the concept of projects. A program is a grouping of interdependent projects united by the same theme or topic. Gardiner (2005) further elaborates that projects form only a part of an overall programme and that they have a definite beginning and end. In contrast, programs are ongoing concerns that may continue for an indefinite period of time.

- A Program is a group of projects managed in a coordinated way to obtain benefits not available from managing them individually (Turner 1992: 345 cited by Gardiner 2005).

2.1.3 Project Portfolio

Project Portfolios are a group of projects that are carried out under the sponsorship and/or management of a particular organization (Archer and Ghasemzadeh 1999).

Another definition by Moustafev (2011) is:

Project portfolios are a collection of projects and programs in an organization that are often classified by the type, objective or goal that they are expected to achieve.

2.1.4 Relationship between portfolios, programs and projects

Portfolios represents the collection of programs and projects, the process of PPM includes oversight, management and control of those components (Rajegopal, McGuin and Waller 2007). Figure 2.1 illustrates this relationship.

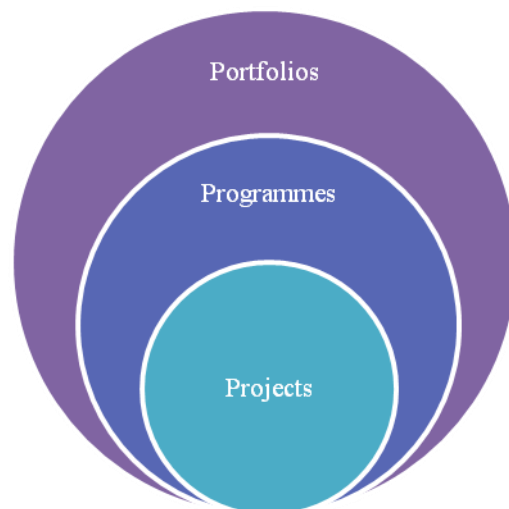


Figure 2.1 Relationships between Portfolios, Programs and Projects (Adapted from Rajegopal, McGuin and Waller 2007 p.12)

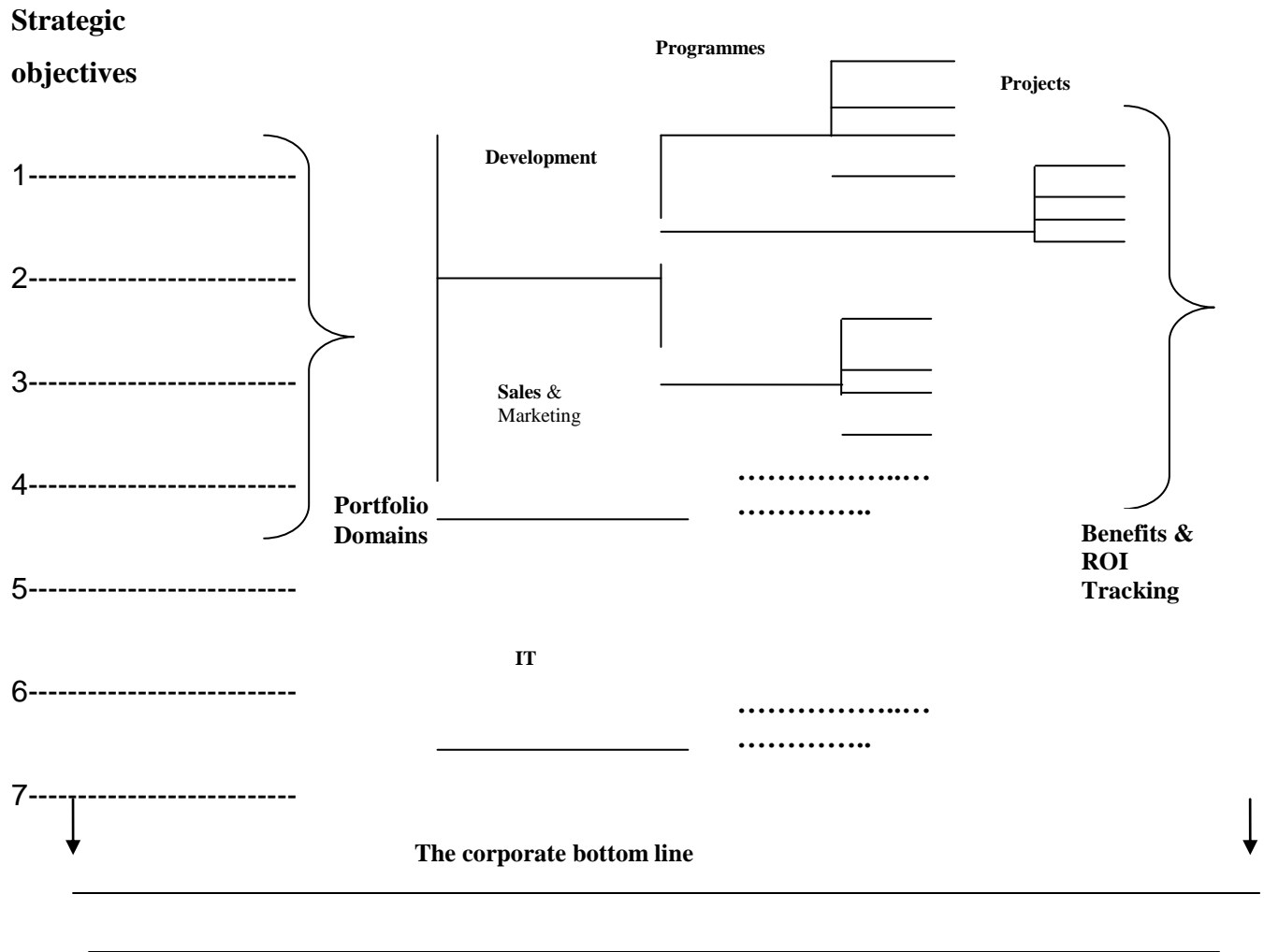


Figure 2.2 Portfolio, programme and project domains
(Adapted from Rajegopal, McGuin and Waller 2007 p.14)

As seen from Figure 2.2., program management involves the managing of multiple, ongoing and interdependent projects, while project management focuses on specific deliverables.

2.1.5 Strategy

The literature provides various definitions of strategy; in practice strategy exists in every organization (Yelin 2005).

However, the below definition is relevant to the dissertation discussion:

Johnson *et al.* (2006, 9) defined strategy as:

The direction and scope of an organization over the long term, which achieves advantages in a changing environment through its configuration of resources with the aim of fulfilling stakeholder expectations

2.1.6 Project Portfolio Management:

Many definitions are provided by the literature for project portfolio management:

- Project Portfolio Management is defined as the managerial activities that relate to (1) the initial screening, selection and prioritization of project proposals, (2) the concurrent reprioritization of projects in the portfolio, and (3) the allocation and reallocation of resources to projects according to priority (**Blichfeld and Eskerod 2008**).

Moustafev (2011) provided two related definitions:

- A grouping of methods for analyzing and collectively managing a group of current or proposed projects based on numerous key characteristics.
- A methodology for analyzing, selecting and collectively managing a group of current or proposed projects based on numerous key characteristics while honouring constraints imposed by management or external real-world factors

Levine (2005) provided the below definitions:

- PPM is a set of processes, supported by people and tools, in selecting the right projects and the right number of projects, and in maintaining a portfolio of projects that will maximize the enterprise's strategic goals, efficient use of resources, stakeholder satisfaction and the bottom line.
- PPM is a set of business practices that brings the world of projects into tight integration with other business operations. It brings projects into harmony with the strategies, resources and executive oversight of the enterprise and provides the structure and process for project portfolio governance.

- Project Portfolio Mgmt is the management of the project portfolio so as to maximize the contribution of projects to the overall welfare and success of the enterprise

2.1.7 Project Management:

Two popular definitions were provided by Moustafev (2011):

- Project Management: the application of knowledge, skills, tools and techniques to project activities to meet project requirements.
- Project management is the science and the art of delivering a project by maintaining cost, schedule and technical performance that satisfies stakeholder expectations while honoring internal and external constraints.

2.1.8 Distinction between Project Management and Portfolio Management

The distinction between project management and portfolio management has been discussed in the literature. Calderini (2005) pointed out that project management tackled the aspect of doing projects right while project portfolio management focused on doing the right projects. Moreover, he explained that Project Management focuses on a single project while in contrary Portfolio Management was concerned about managing a set of projects:

Contrary to Project Management, which focuses on single project, and Programme Management, which concerns the management of a set of projects that are related by sharing a common objective or client, or that are related through interdependencies or common resources, PPM considers the entire portfolio of projects a company is engaged in, in order to make decisions in terms of which projects are to be given priority, and which projects are to be added to or removed from the portfolio (Calderini 2005).

Project management tends to focus on the traditional constraints of a project being on-time, on-budget and on-quality as represented in the below figure reproduced from Norrie and Walker (2004):



Figure 2.3 The constraint view of project management

2.1.9 Programme Management

Programme management is the process of managing multiple, ongoing, interdependent projects. Programme management is comprised both of operational initiatives that enable realization of business value, and of grouping of activities and projects that enable the implementation of a strategy and seek its outcome (Rajegopal, McGuin and Waller 2007).

2.1.10 Distinction between Programme Management, Portfolio Management and Project Management

The main difference between program management and portfolio management is that the former involves management of related projects, while the latter concerns unrelated projects (Gardiner 2005). However, when considering program and project management both aim to achieve change in a controlled manner, but the difference lies in the level at which the change is controlled (Gardiner 2005). Project deliverables form only part of an overall program and has a definite start and end. In comparison a programme is an ongoing concern which may continue for an indefinite time with new projects joining and existing ones finishing (Gardiner 2005).

2.1.11 Projectified organizations or Project-based organization or Project-oriented organisation:

Projectified organizations also referred to as project-based organization, or the project-oriented organisation can be described as: An organisational unit that executes a substantial share of its operations as projects (Engwall 2003).

Research has highlighted various organizations referred to as projectified organization, project-based organisation, or multi-project setting organisations. All of these concepts refer to an organization in which the substantial share of the organisations' operations is run as projects (Matti 2008). The importance of project based organizations has increased lately, since multi-project settings have become more or less a de facto standard for organizing complex work (Matti 2008).

2.2 Need for Portfolio Management

Organizations dealing with projects in their daily routines are increasing (Levine 2005, Rajegopal, McGuin and Waller 2007, Matti 2008). Top management departments are spending much time and resources balancing the needs of the various projects running in their organizations (Blichfeld and Eskerod 2008).

Levine (2005) believes that organizations often do well when managing individual projects or a reasonable number of projects. However as project numbers increase, challenges arise due to mainly two points: complexity of management and constrained resources. Since an additional problem is competition on resources among several projects, that are drawing from a common pool (Matti 2008).

Matti (2008) provided the managerial and employee perspectives on resources competition:

- Managerial perspective: There is a competition for resources among projects (Matti 2008).
- Employee perspective: Work is seen to be disruptive and fragmented, since employees face time pressure and few opportunities for recuperation between periods of intense work (Zika and Sundstro 2003 cited in Matti 2008).

Moreover, because of the general increase in project size and scope, projects are becoming naturally becoming more mission critical than in the past. The recent economic crisis in

2008-2010 have definitely added to the pressure on top management to decrease project-related cost and to drastically improve quality (Moustafev 2011).

Due to the importance of this arising need, researchers have increased their attention in Project Management and in particular in studying multi-project settings (Engwall and Sjögren 2003, Elonen and Artto, Matti 2008, Zika-Viktorsson and Sundström 2003).

Matti (2008) emphasized the importance of this:

While the project challenge of yesterday was to plan and execute a large project, the challenge of today is managing a project in an environment where several parallel projects are all competing for a limited resource base.

Levine (2005) recognized the below challenges faced by multi-project organizations:

- Increasingly numbers of potential projects in which to invest
- Difficulty aligning projects and portfolios with organizational objectives
- Difficulty achieving consensus among competing stakeholders regarding project priorities
- Inadequate measurement and methodologies to determine project benefits, costs and risks
- An overemphasis on project execution management, without due diligence on project portfolio selection and alignment
- More complex and challenging project constraints, including budgets, personnel, risk, time and compliance

Matti (2008) identified the following frequent issues faced by project managers in multi-project settings: dyadic leadership, group dynamics, as well as external relations to consultant, client and peer relations. The importance of managing portfolios has heightened since recent estimates indicate that \$2.3 trillion is spent on projects in the United States alone (Levine 2005). Clearly, alignment of project portfolios with organizational strategy is of paramount importance. Sharing this opinion, Wheelwright and Clark (1992) highlighted the importance of the right set of projects in project portfolio for a company's progress.

However, the following points serve as alarming indicators

- 89 percent of companies are flying blind, with virtually no metrics in place for finance (Levine 2005).
- 84% percent of companies are unable to adjust and realign their budgets with business needs more than once or twice a year (Levine 2005).
- Close to \$1 trillion is spent in underperforming investments, as mentioned by Levine(2005) not only is the spending huge but it is poorly managed in a fragmented manner, using project-focused rather than portfolio focused methods.
- Businesses that face lack of resources combined with many suffering projects is not an uncommon finding (Eskerod 1996 cited in **Blichfeld and Eskerod 2008**).
- Standish group reported success rate to be 35% rate for IT project in its (Chaos 2009 report). Although the report focused on IT projects, this provides an indicator of general project performance (Moustafev 2011).

Moustafev (2011) identified unpleasant consequences due to lack of portfolio management, Figure 2.4 below displays this:

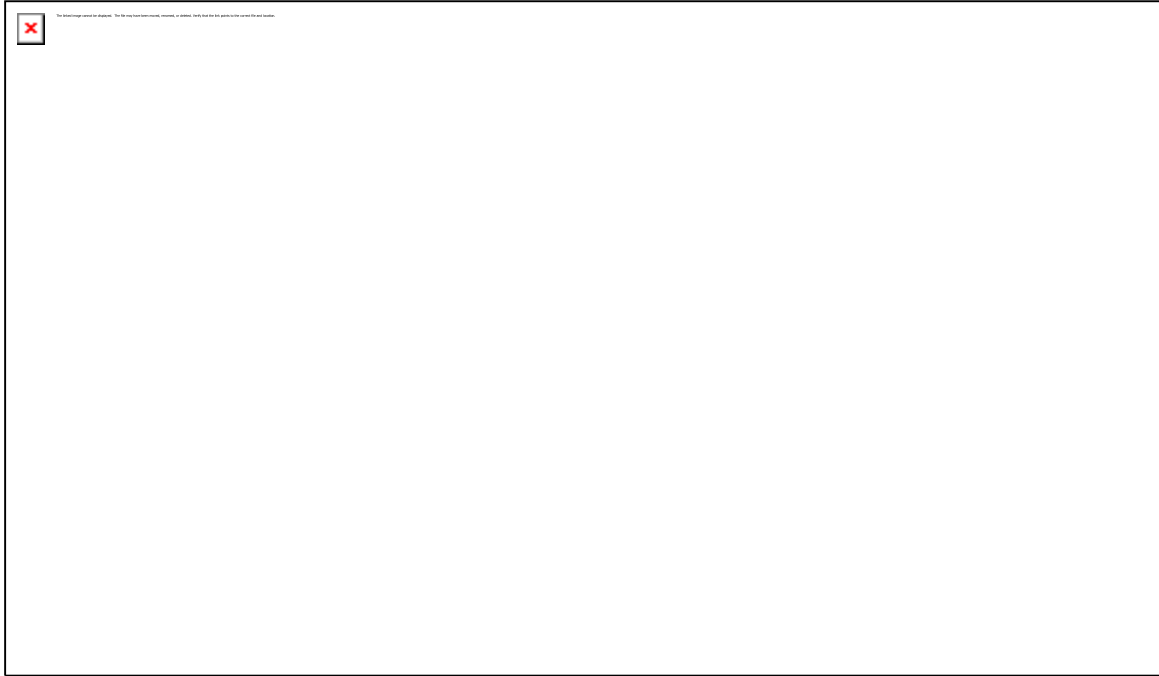


Figure 2.4 Consequences of not having PPM (Adapted from Moustafaev 2011 p.222)

Yet literature states that many organizations in both the private and public sectors, either have an under-developed PPM process or treat it as a simple extension of their program management or a centralized PMO capability (Archer and Ghasemzadeh 1999).

2.3 Project Portfolio Alignment with Organization Strategy

Since the key managerial task for businesses is to dedicate resources across all of these projects (as well as do daily work) and consequently, management across projects is critical to company performance (**Blichfeld and Eskerod 2008**).

PPM brings about the ‘right’ selection of projects that is tightly integrated with other business operations (Levine 2005). Hence PPM bridges between the project’s function and the organization’s strategy (Levine 2005). **Ensuring strategic alignment is of importance to any project type success.** PPM centers on linking project portfolios to their organization’s strategy (Levine 2005).

2.4 Project Portfolio Management Objective and Goals

Project Portfolio Management Objective:

The PPM process objective is to determine the optimal mix and sequencing of proposed projects to best achieve the organization's overall goals, aligned with the preferred strategies and within the organization's resource (people and funding) constraints (Dye and Pennypacker 1999, Levine 2005 and Moustafev 2011).

Project Portfolio Management goals

Project Portfolio Management aims to achieve three main goals, all literature pointed to the same common requirements (Ghasemazadeh *et al* 1999, Sommer 1999, Rădulescu1 and Rădulescu 2001, Cooper *et al.* 2001b, Yelin 2005, Moustafev 2011):

- 1- Maximizing the value of the portfolio: Due to limitation in organizations' resources; each project as well as the portfolio of projects should be selected to maximize the portfolio value in respect to contribution of short-term and long-term development, scope and resources (Cooper *et al.*, 1997a, Cooper *et al.*, 1997b, Archer and Ghasemzadeh 1999, Chien 2002 and PMI 2006).
- 2- Balancing the portfolio against available resources: The candidate project should preserve the desired balance in the portfolio mix in aspects such as: risk and return, long and short term benefit like in any financial investment (Cooper *et al.* 2000).
- 3- Linking projects with strategy: The final portfolio of projects should be strategically aligned and should reflect the business's strategy. Cooper *et al.* (2000) argued that corporate strategy must be reflected in the project portfolio and resource allocation to projects.

Furthermore, Levine (2005) mentioned additional portfolio requirements such as:

- Projects appropriate for organization's value and culture;
- Projects directly or indirectly contribute to cash flow;

- Projects efficiently utilize the various resources (capital, human resource, physical)
- Projects not only contribute to short term business but also long-term development.

As discussed in Moustafev (2011), the above balance requirement ensures that the following situations are successfully avoided:

- Too many small projects and not enough breakthrough; too many visionary projects
- Too many short-term and not enough long-term strategic projects
- A disproportionate amount of resources devoted to a few business areas while other important areas are in need
- Poor risk management

2.5. History of Project Portfolio Management

Background on PPM

Modern Portfolio Theory owes its origin to the Nobel-prize winning economist Harry Markowitz (1959) work on developing a financial portfolio selection and capital allocation theory (Levine 2005).

The application of this financial portfolio selection and capital allocation theory to the project management domain has also been previously explored (Souder 1984, Martino 1995, Archer and Ghasemzadeh 1999, Benko and McFarlan 2003). However, portfolio theory was first adapted to IT projects, paving the way for modern project portfolio management. (Levine 2005, Rajegopal, McGuin and Waller 2007). It's important to note that not all researchers view PPM as a new defined discipline. Levine (2005) acknowledged the work of Markowitz but elaborated that the basic elements of PPM and the environment in which it is applied is not new. Levine (2005) emphasized that the PPM elements were available but in the responsibility of two distinct groups: operations management and projects management.

In fact, it is argued in the literature that PPM serves as a bridge between strategy and operation. Ultimately, PPM enables organizations to transform the organization's vision into reality (Morris and Jamieson 2004, Dey 2006).

2.6 Project Portfolio Management Process

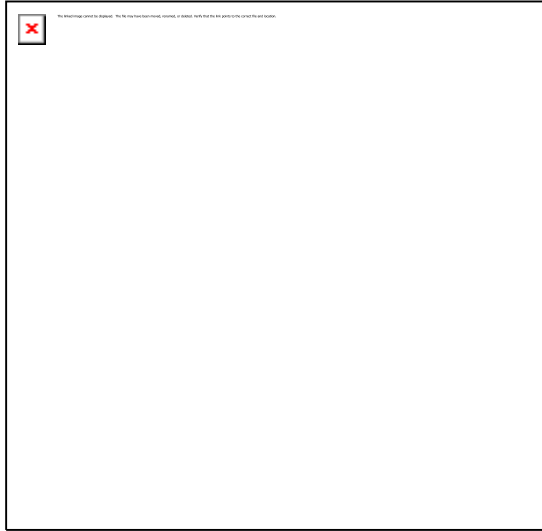


Figure 2.5 Portfolio Management Cycle (Levine 2005)

2.6.1 Project Portfolio Management Process Overview

The Portfolio management process is viewed to be constantly ongoing and iterative (Levine 2005). The process serves as a continuous mechanism to ensure that projects remain aligned with their strategic intent (Rajegopal, McGuin and Waller 2007).

At a general level the PPM process can be divided into two primary stages (Levine 2005 and Moustafev 2011):

I. Prioritization and selection of candidate projects for the portfolio:

The first stage focuses on the prioritization and selection of projects for the portfolio (Levine 2005). Levine further discussed that during this stage the process starts with a rational prioritization and selection procedure, in which a proposed is evaluated against a set of selection criteria, bad projects get weeded out (or modified to meet the criteria). If a proposed project can't pass the minimal criteria there is no need to rank it for selection.

II. Maintaining the pipeline

The second stage deals with managing the projects within the portfolio approved projects through continuing, delaying or terminating approved projects (Levine 2005). The project pipeline is maintained by traditional project initiation, execution and control techniques as well as by periodic reviews of each project to ensure that each project still supports the initial selection requirements (Moustafev 2011).

At a more detailed level, the project portfolio management process normally, involves five distinctive phases.

Levine (2005) described the five processes to be:

1. Identification of needs and opportunities
2. Selection of best combination of projects (the portfolios)q
3. Planning and execution of the projects (project management)
4. Product launch (acceptance and use of deliverables)
5. Realization of benefits

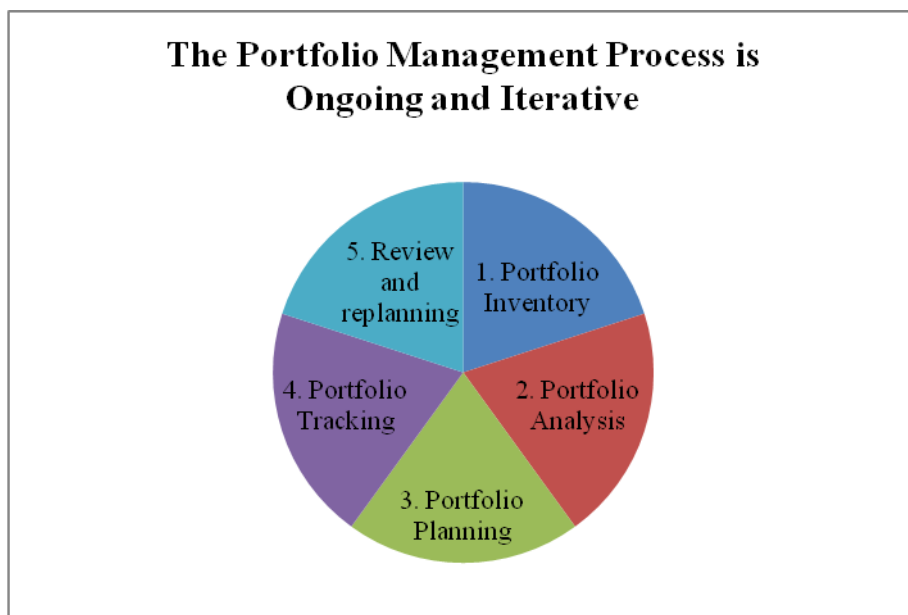


Figure 2.6 Portfolio Management Process (Levine 2005, pg 500)

2.6.2 Project Portfolio Management Process Details

1- Strategic consideration and orientation:

Phase in which the organization needs and opportunities are identified and the strategy is reviewed. This leads towards the selection of the projects with better strategic alignment (Levine 2005).

2- Project evaluation phase:

Phase in which projects are evaluated through analyzing the benefits derived, as well as the individual contribution of each project to the portfolio objectives.

3-Portfolio selection:

Phase involving a continuous comparison of projects, which compete between each other, with the final intension of ranking in the top positions to achieve the entrance to the organisational portfolio. The (Project evaluation) and (Portfolio selections) phases could be considered as one joint phase, which is (Portfolio Selection).

In this stage the fit of the projects to the strategic goals requirement make certain that company finances and other resources are not wasted on ventures outside the organization's sphere of strategic interests (Moustafaev 2011). Ultimately the best combination of projects i.e. the portfolios are selected (Levine 2005).

4- The organisational resources assignment:

This phase is also known as the planning and projects execution phase (Levine 2005). During this phase the organizational assets are assigned to the selected projects. However, since the organisational assets are limited and are constantly requested for different projects, this can cause an extremely complex managerial problem.

4- Monitoring and control phase:

Phase in which management is responsible for assessing, recurrently, the portfolio performance and all that is related to the portfolio range.

Implementation of the PPM process involved three people groups (Levine 2005):

- ❖ *Senior management*: Responsible for providing leadership and direction
- ❖ *PPM Governance Council*: Members responsible for managing the selection of projects for the portfolio and review projects for possible deselection. Team composed of key leaders of high levels such as Chief Executive Office and other senior staff. The council role is to bridge the gap between operation management and project management and to ensure successful communication for making sound portfolio related decisions (Levine 2005).
- ❖ *Project Management Office or PMO*: Centralized office which monitors approved projects and advises the governance council where projects are deviating from planned benefits and value. The office is responsible for getting financial and work progress perspective updates from project leaders. This information goes into a database and is reported to executives via a Project Portfolio Management Team (PPMT), giving the project inventory and its status (Rajegopal, McGuin and Waller 2007).

2.7 Factors affecting the Project Portfolio Management Process

The Literature review concludes that certain factors play a significant role in the success of the PPM process:

- **Organisational Strategy**: Organizations should have clear strategic imperatives in place, properly communicated across all departments, to which the PPM goals are to be aligned to. The Portfolio Process cannot be effective if the organization was lacking a business strategy in the first place (Calderini *et al* 2005).
- **Top level commitment**: Any implementation of PPM capability needs strong and visible sponsorship of the defined processes by the senior executives. The role of

executives is paramount to achieving effective project portfolio management; thus they always need to be aligned with their organization's portfolio management strategy by continuously enrolling them in the PPM process (Calderini *et al* 2005, Levine 2005).

- **Mature and cooperative environment or culture:** The availability of a supportive environment or culture that supports effective PPM. Developing a culture that supports selection of right projects is not easy. Since as mentioned by Levine (2005) many staff may consider responsible portfolio management a big change, due to being previously less accountable for projects execution. Moreover, staff may complain that PPM is too difficult in order to avoid accountability or out of fear that critical work will not get done in a timely fashion. The solution to this lies in simplifying the process as best as possible. Since as mentioned by Levine (2005) employees often avoid change and implementation of responsible portfolio management would be a big change for many staff.
- **Level of interest of the stakeholders involved:** Most of the people involved in the process have their specific territories to oversee and might not be motivated to spend their time on PPM or they might not have the skills, tools, or practices to participate fully in this important function (Levine 2005).
- **Monitoring of projects progress:**

The importance of constantly revising the active projects by management was highlighted by Cooper *et al.* (1998) since the decision making process is characterized by uncertain and changing information; whereby a list of active projects being constantly updated is required.
- Levine (2005) notes that the project progress needs to be evaluated based on two dimensions:

a) Measuring of project performance against previously set targets using various tools:

- CPM (Critical Path Method) software was discussed as a means of tracking project progress, however it was mentioned that it will assist in indicating that there is slippage in the schedule, however without specifying how much work of the work is slipping by.
- EVA (Earned Value Analysis) was suggested as a key performance measurement technique, it was considered to be a better option at looking at performance since EVA can generate the value of cost variance and schedule variance at more detailed levels.
- Levine (2005) explained that EVA capabilities are available in almost all conventional project management softwares. The goal is that schedule and cost overruns can be discovered at an early stage and then be communicated to the portfolio governance council by the PMO.

b) Evaluation of the critical parameters that were used to select the project in the first place. In addition to tracking project progress, there are critical parameters that constantly need to be considered to evaluate all projects for continuation or termination. Levine (2005) identified the below parameters that need to be considered:

- Change in the need for project
- Is the project still aligned with the strategies?
- Are the project deliverables still needed?

- Are the cost benefits or time frame still acceptable?
 - Window of opportunity still open
 - Change in critical technology making the project obsolete?
 - Change in firm's strategies
- **Project Management Office or PMO:**

The role of the PMO is important since the PMO primary role is to monitor the project performance and consider the critical parameters through using the tools above mentioned and alert the governance council if the project needs to be reexamined, depending on the information gathered.

2.8 Project Portfolio Selection approaches

The literature presented various approaches to portfolio selection; there are more than one hundred tools and techniques for project portfolio selection (Archer and Ghasemzadeh 1999). Hence it is not difficult for organizations to select suitable tools.

Selection of an appropriate project portfolio approach depends on considering many relevant factors. (Lefley and Morgan 1998, Rad and Levin 2006) claimed that utilization of project selection tools and techniques should collaboratively take into consideration of important aspects of strategy, resources, and risk. Another critical factor that should be considered when adapting tools, techniques, methods and models is the availability, accuracy, reliability and up-to-datedness of data input for analysis. This is more challenging for new organizations or organizations moving to new business industry where there are lacks of database, information and experiences (Rădulescu1 and Rădulescu 2001).

Cooper et al (2001b) discussed the various tools, techniques and models for project portfolio selection. Their results concluded that organizations tend to use different combinations of techniques instead of relying on a single method or technique.

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In addition, their results showed that financial methods were popularly used, although they produced poorly performing portfolios. In fact their research showed that best performing portfolios were found to be chosen based on strategic approach, rather than on financial methods. The table below presents a summary of their survey results:

Table 2.1 Summary of comparison between portfolio approaches (Adapted from Cooper *et al*, 2001b)

Methods / Models	Popularity (%)	Dominance (%)	Use
Financial Methods such as NPV, ECV, ROI, EV	77.3	40.4	- to rank projects against each other, - to compare the financial result against a hurdle rate to make Go/Kill decisions on individual projects
Strategic approach such as strategic buckets, product road map	64.8	26.6	to allocate resources based on business strategy and strategic priority
Bubble diagrams or portfolio maps	40.0	8.3	- to support the decision process
Weighted scoring model e.g. scale ratings, attractiveness score	37.9	18.3	- to rank and compare a number of projects against each other
Checklist	20.9	2.7	- to make go/kill decisions on individual projects

As evident from Table 2.1 results, financial methods seem to be highest in popularity and dominance followed by the strategic approach then by the bubble diagrams or portfolio maps. The least popular methods were found to be the weighted scoring model and checklist method. Thus it seems that organizations rely mostly on financial and strategic viewpoints when making portfolio judgment.

2.9. Project Portfolio Selection Models

Analytical Hierarchy Process (AHP) 1980

In their research, Le and Nguyen (2007) discussed that the AHP model was developed by Saaty (1980), and that it was used to support decision makers to rationally select the best alternative based on the qualitative and quantitative approach (subjective and pair-wise comparisons).

In their research they identified that the goal, evaluation criteria and sub-criteria were set in the hierarchical structure for order ranking, alternatives or options comparison in pairs, and selection of the best alternative. The analytical hierarchy can be structured inclusive of strategy, finance, and risk aspects of projects.

However Martino (2003) identified that too many criteria with different level of importance may make the decision making process challenging and complicated. Archer and Ghasemzadeh (1999) viewed this model suitable for screening among portfolios.

Financial Appraisal Profile (FAP) 1997

Le and Nguyen (2007) discussed that the FAP model was first introduced and developed by Lefley in 1997. The author adopted the management appraisal team approach, the FAP model consists of three sub-models: the net present value profile (NPVP), the project risk profile (PRP), and the strategic index (SI).

As discussed by Le and Nguyen (2007) the model is capable of evaluating three main attributes of capital projects: finance, risk and strategic benefits.



Figure 2.7 FAP Model (Lefley and Sarkis, 2007)

Expected Commercial Value Method (ECV)

ECV is known as a decision tree method that is utilized to maximize the expected value of the portfolio, and added that it prevails over the weakness of the net present value and bang-for-buck-methods which fail to consider risks, probability of technical and commercial success (Cooper *et al.* 1997a, Cooper *et al.* 2001a).

In their discussion Le and Nguyen (2007) mentioned that English China Clay Company had added one more feature which is the Strategic Importance Index (SI) to adjust the net present value of the project.

According to their discussion the SI had three levels representing high (3), medium (2), and low (1). The net present value would be adjusted by multiplying it by an SI. However Cooper *et al.* (2001a) identified that this model has certain drawbacks, for example, the model heavily relied on financial and other quantitative data, and possible errors in probability estimates. Below is an ECV decision tree from Cooper *et al.*(1997a):

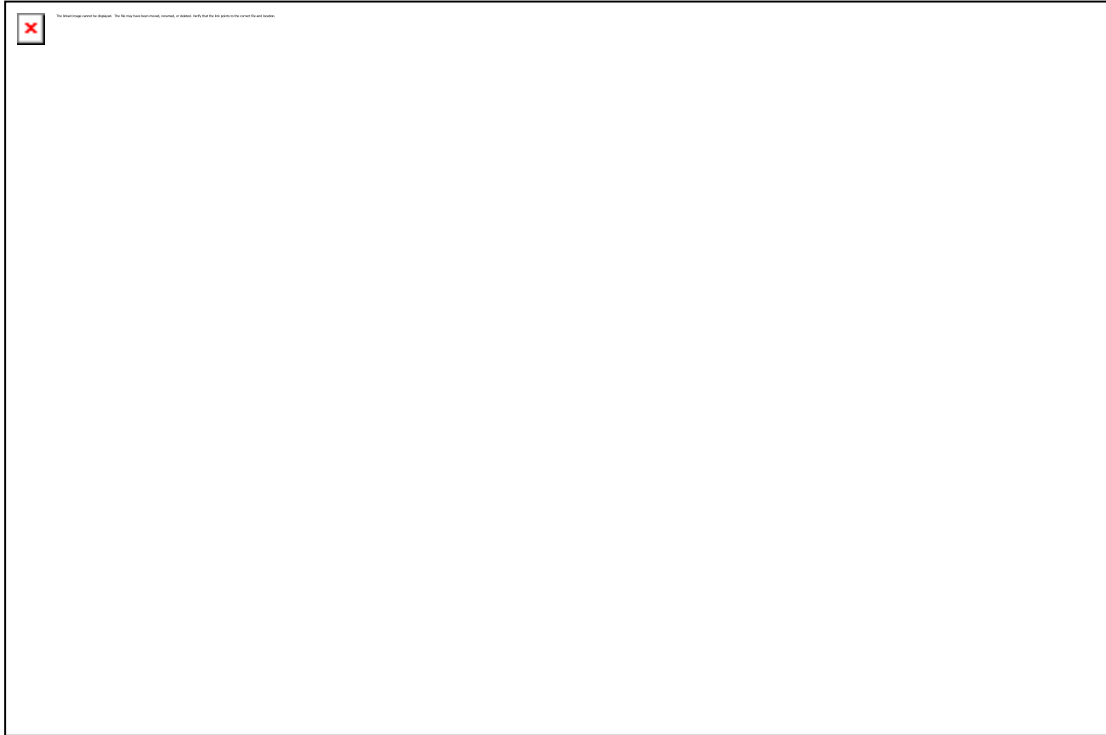


Figure 2.8 ECV Method as a Decision Tree (Cooper et al. 1997a)

Benefit / Cost Ratio and Profitability Index 1994

Le and Nguyen (2007) identified that this approach was discussed by Frame (1994). Frame (1994) discussed the analysis of weighting benefits of an option against its costs, which is known as Benefit / Cost (B/C) Analysis. The ratio is calculated by dividing the estimates of benefits by the estimates of costs as illustrated in the formula below:

$$\text{B / C} = \frac{\text{Estimated Sales} \times \text{Estimated Profit Rate} \times \text{Probability of Success}}{\text{Estimated Costs}}$$

The strategic factor (e.g. profit rate) and risk factor (e.g. success probability) are taken into consideration in this formula of financial analysis. Le and Nguyen (2007) identified the below points:

- The benefit/cost ratio becomes the profitability index when the cash flows of benefits and cost are discounted.
- The benefit/cost ratio or profitability index is a quantitative tool which is very useful for ranking or prioritizing projects. When the ratio is greater than 1.0 a project is

profitable and accepted; when it is less than 1.0, the project is unprofitable and rejected; and when it is equal to 0, the project is accepted or rejected depending on consideration of other strategic factors as benefits offset costs.

However Le and Nguyen (2007) highlighted that this ratio and index have certain drawbacks that need be aware of such as reliability of or bias toward estimates of benefits and costs; availability of data for estimates; some benefits are not measurable (e.g. competence improvement of project team).

Therefore, it was recommended that this ratio or index should be used together with other tools in order to make better decisions on project selection (Frame 1994, Smith and Barker 1999, Le and Nguyen 2007).

Boston Consulting Group (BCG) Matrix 1970

Le and Nguyen (2007) discussed that the BCG Matrix was introduced in 1970 by the Boston Consulting Group (BCG) as a portfolio management tool. Figure 2.9 illustrates the BCG Matrix. Below are the main points that they mentioned:

- In the matrix, a portfolio of products is managed based on two dimensions: market share and market growth
- There are four segments: *stars* (high growth, high market share); *cash cows* (low growth, high market share); *dogs* (low growth, low market share); and *question marks* (high growth, low market share)
- The four segments represent the life cycle of a product.

BCG (1970) stated that with a balanced portfolio consisting of stars to assure the future; cash cows to supply funds for that future growth; and question marks to be converted into stars with the added funds, a diversified company can use its strengths to truly capitalize on its growth opportunities.

However Le and Nguyen (2007) identified that there were some limitations of the BCG matrix, such as considering high market share as the only success factor.

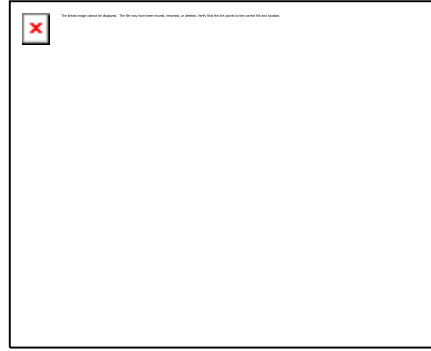


Figure 2.9 The BCG Matrix (12manage, 2011).

Bubble Diagrams for Project Mapping

Cooper et al (2001a, 2001b) discussed that bubble diagrams were mainly based on the concepts of BCG matrix portfolio management and GE/McKinsey matrix as portfolio analysis, and they're used to present project portfolio for resource allocation.

As discussed by Le and Nguyen (2007) a typical diagram has two dimensions of interests and four segments / areas to visually locate projects for creation of a balance portfolio. There are various types of bubble diagrams, Cooper et al (2001b) conducted a survey that illustrated the popularity ranking of those types, below is a table that shows their results ranked from highest to the lowest:

Table 2.2 Popularity of Bubble diagram (Adapted from Cooper et al., 2001b)

Rank	Chart type	Dimensions	
		Axis 1	Axis 2
1	Risk vs. Reward	Reward: NPV, IRR, benefits after years of launch; market value	Probability of Success (technical, commercial)
2	Newness	Newness	Market Newness
3	Ease Vs. Attractiveness	Technical Feasibility	Market Attractiveness (growth potential, consumer appeal, overall attractiveness,

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			life cycle potential)
4	Our Strengths Vs. Project Attractiveness	Competitive Position (our relative strengths)	Project Attractiveness (market growth, technical maturity, years to implementation)
5	Cost Vs. Timing	Cost to Implement	Time to Impact
6	Strategic Vs. Benefit	Strategic Focus or Fit	Business intent, NPV, financial fit, attractiveness
7	Cost Vs. Benefit	Cumulative Reward (\$)	Cumulative Development Costs (\$)

As evident from Table 2.2, risk-reward bubble diagrams were found to be the most popular type, in contrast to the cost-benefit bubble diagrams which were found to be the least popular type. Figure 2.10 illustrates a bubble diagram example.

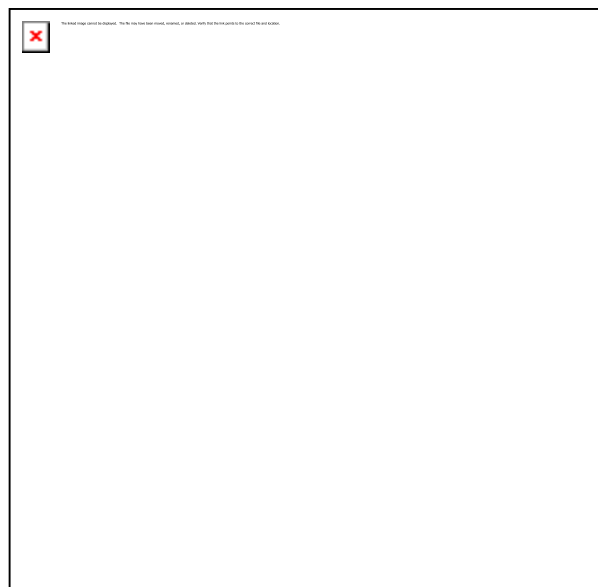


Figure 2.10 Risk-Reward Bubble Diagram example (Cooper et al., 2001a)

Le and Nguyen (2007) discussed the following main points about the Risk-Reward Bubble diagrams:

- Within the two dimensions, there are four quadrants for allocation of projects, namely:
 - ✓ *pearls* - upper left quadrant (i.e. potential start products, projects with high chance of success and high rewards)
 - ✓ *oysters* - lower left quadrant (i.e. projects with high expected payoff, but low probability of technical success)
 - ✓ *bread and butter* - upper right quadrant (i.e. small, simple projects with a high success probability but low reward)
 - ✓ *white elephant*- low right quadrant (i.e. low success and low reward projects).
- The bubble or circle represents projects. The size of the bubble or circle denotes the resource allocated to each project.
- When adding or deleting the new projects, resources strategically considered to share among projects make the size of the bubble or circle change as the total sum of the areas of the circles must be a constant.

2.10 Challenges faced by the PPM process:

The literature review discussed various challenges to selecting right project portfolios, below is a listing of the main challenges and the proposed courses of action to tackle them

❖ **High number of proposed projects:**

Levine (2005) indicated that one of the problems with selection of projects for the portfolio lies in that too many projects are proposed that shouldn't be. Since most proposals are instigated for various reasons without prior thought to costs, schedules, alignment with strategies or any of the important business requirements or factors.

Unfortunately this puts demand on the project management office and the government council, since it requires them to evaluate all those proposed projects prior to rejecting them for any deficiencies found.

- Levine (2005) proposed a process for project prequalification, which would help reduce the submittal of proposals for bad projects. Moreover, project sponsors will seek to improve their proposed projects value and alignment with company strategy short before submitting the proposed project, once they recognize that the proposal does not support the selection criteria.

❖ **Selection and implementation of too many projects beyond the organization's capability:**

Studies show that one of the critical factors leading to the failure of projects to deliver business strategies is the selection and implementation of too many projects beyond the organizations' capability and capacity (Wheelwright and Clark 1992, Archer and Ghasemzadeh 1999, Englund and Graham 1999, Cooper *et al* 2000, Yelin 2005, Crawford *et al.* 2006, Blichfeldt and Eskerod 2007).

- The limitation in the organization's capacity and capability should be considered when deciding to implement the portfolio projects.

❖ **Unreliable or unavailable data:**

Rădulescu¹ and Rădulescu (2001) and Cooper *et al.* (2001a) argued that in the PPM process, organizations face many problems such as lack of information, unreliable data of cost, time to completion, availabilities of resource, and benefits of projects.

- Emphasis should be placed on collecting accurate and updated data, due to its importance to sound decision making

❖ **Effect of reviewing the strategic plans on an annual basis**

Organizations often review their strategic plans on annual basis; however projects usually arrive randomly, not at one time.

- This requires the model or process to be flexible so that organizations can select projects without waiting until annual planning meetings (Lu, Chiu and Cox 1999, Englund and Graham 1999 and Kendall and Rollins 2003).

❖ **Project Portfolio Selection may not always be systematic:**

Project portfolio selection is not always rational but it is biased by human being factors such as lobbying (Englund and Graham 1999 and Yelin 2005).

- Therefore as recommended by Le and Nguyen (2007) the bias reduction should be factored in adapting or developing systemic approach to project portfolio selection.

❖ **Existence of projects not subjected to PPM due to management unawareness**

Blichfeldt and Eskerod (2008) discussed that some projects exist that more or less are unknown to top management and thus not subject to PPM. This leads to smaller un-enacted projects taking-up a lot of the resources necessary for the completion of ongoing enacted projects.

In addition, Blichfeldt and Eskerod (2008) highlighted that these projects will not be screened against the evaluation criteria put-up by management and thus they will neither receive top management's attention or be tracked by them.

- They suggest that businesses should embrace all projects by trying to make all unenacted projects an integral part of PPM. The article suggests there are severe problems regarding this solution due to limited time and capacity, Thus the setting-up of a loosely controlled resources pool dedicated to the smaller un-enacted projects was proposed as a better solution.

❖ **Impact of Uncertainty/Risk on projects or portfolios:**

Every project aims to bring something entirely new into the environment. Moreover, every project operates in a variable environment, where not all conditions are in the control of the project team. Portfolios are also not stagnant, they are dynamic and ever changing.

- Thus PPM requires effective risk management. Change management and organizational behaviour management can also be applied to deal with these challenges as suggested by Le and Nguyen (2007).

Chapter 3

Towards effective Philanthropy

This chapter represents the literature review that includes the main philanthropy concepts: related field definitions, origin of philanthropy, factors that affect philanthropic decisions, challenges faced, comparison between the social sector to other sectors and general characteristics to successful philanthropic organizations.

3.1 Related Definitions

Below are the related definitions to the subject of philanthropy:

Social value:

An enduring, normative belief that describes a preferred mode of social conduct or end-state in society and justifies action to attain or sustain a preferred social order (Whitman 2009).

Non-profit sector:

Sector that includes all organizations that continually shape and reshape the social order, create both the intellectual and social space for space to organize and influence every aspect of the human condition (Ciconte and Gerda 2009).

Other names often used are: independent sector, not-for-profit sector, third sector, philanthropic sector, voluntary sector, social sector, Non-governmental Organization (NGO) sector (Ciconte and Gerda 2009).

Philanthropy:

- The word Philanthropy is Greek and means “love of mankind” (Ciconte and Gerda 2009).
- Levy (2006) described philanthropy as:
 - Any effort to relieve human misery or suffering, improve the quality of life, encourage aid or assistance, or foster the preservation of values through gifts, service, or other voluntary activity, any and all of which are external to government involvement or marketplace exchange.

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- Frumkin (2006) perceived philanthropy to be more than efficient provision of human resources:

“...Philanthropy is about pluralism, expression and innovation just as much as it is about redistribution and change”

Philanthropic foundation:

Fremkin (2006) provided the below definition:

- A private or independent foundation, an endowed institution that makes grants to nonprofit organizations using the interest and appreciation from its investments. Constituted by a board and sometimes a staff, a foundation reviews grant applications and disburses funds to those applicants deemed most deserving.

Projects and Initiatives:

Braverman, Constantine and Slater (2004) provided the below definitions of projects and initiatives from the perspective of philanthropy:

- **Project:** Most foundation grantmaking supports **projects**, that is, single grants to single organizations to carry out activities to achieve a set of outcomes
- **Initiative:** An *initiative* is a collection of grant activities involving more than one grantee organization and aimed at achieving a common set of **outcomes**. Initiatives are also called clusters of projects, lines of work, and subprograms.
- Initiatives may involve multiple strategies, span multiple years, involve multiple geographic regions, engage multiple grantees, operate at multiple levels of organizational entities, and involve millions of dollars in grants. As the term implies, initiatives are frequently driven by the foundation and reflect foundation interests in becoming strategic investors.

Some philanthropic initiatives specify programmatic outcomes at the beginning and also articulate, at the outset, the interventions and activities to be employed to achieve those outcomes

Outcomes:

Braverman, Constantine and Slater (2004) provided the below definition:

- **Outcomes:** Changes in the status or condition of an entity such as an individual, organization, system, or geographic region. Outcomes for these projects may be identified and proposed by the grantee organization, or they may be identified by the foundation. Foundations' desired outcomes are often outlined in grantmaking guidelines or broadly defined in their mission or historical character.

In other cases, grantee organizations and foundation staff may work in partnership to develop and agree on a set of outcomes which can then serve as the basis for **evaluation** activities

Evaluation:

Braverman, Constantine and Slater (2004) provided the two below definitions:

- **Evaluation:** using systematically collected information to help foundation and grantee efforts achieve meaningful public benefits or as:
- **Evaluation:** can be defined broadly as the systematic collection and use of information to answer questions about programs

Strategy:

The general approach of activities employed to achieve program outcomes. Strategies are the “how,” and program outcomes are the “what” of grants (Braverman, Constantine and Slater 2004).

3.2 Origin and “Golden age” of philanthropy

The origins of philanthropy go back a long way. This could be traced back to family and kinship obligations to protect one's own and offer hospitality to strangers. Moreover, religion has long been an important source of philanthropy: The Quran instructs the Muslims to give for the common good, the Hebrew and Christian scriptures are filled with praise about caring for the poor (Lindsay and Wuthnow 2010).

Philanthropy is a worldwide phenomenon that has emerged in its many forms as a central and distinctive feature of societies around the world (Frumkin 2006). The idea of civil society first emerged in the later seventeenth and eighteenth century (Seligman 1992). However, the scale of giving has grown largely in our current times. It has become something of a cliché that we are now in a golden age of philanthropy in terms of the unprecedented amount of money the nonprofit sector is receiving (Goldberg 2009).

However, the unprecedented growth in both the aggregate amount of donations and the burgeoning number of NPOs clamoring for their share has only attenuated further the relationship between funding and performance (Goldberg 2009).

3.3 Comparison on the non-profit sector to others sectors

“We make a living by what we get, but we make a life by what we give” - Winston Churchill. This quote represents the spirit of the non-profit sector and very much the inspiring sense of mission so prevalent among those who work within it (Ciconte and Gerda 2009). Notions of solidarity, mutuality, and voluntary altruism constitute prime rationales of the nonprofit sector activity (Toepeler 2003).

By looking closely at this sector, we find out that it comprises various diverse organizations that can cover a breadth of causes from building shelters for the home-less, campaigning fundraising events for the poor to managing large NGOs that offer social international support programs. Below is a discussion of the main strengths and weaknesses of this sector to other sectors.

3.3.1 Strengths of non-profit/philanthropic sector to other sectors

- *Independence and Flexibility:*

Organizations in the non-profit sector enjoy independence and flexibility that enable them to engage in cutting edge research, move quickly to capitalize on development opportunities, test innovative ideas, and take risks (Braverman, Constantine and Slater 2004, Eleanor, Fink and Katrinka 2005).

Although the organizations independence can hinder communication, Sandfort (2008) points out that this enables them to invest without regard to public deliberations or market restrictions.

- *Ability to take risks and attempt innovative practices:*

Many agree in the literature that another advantage the philanthropic sector possesses over the government is its ability to take risks and test innovative practices (Fink and Ebbe 2005, Kaufmann and Searle 2007, William and Flora Hewlett Foundation 2008).

This characteristic is related to the ability of philanthropic organizations to independently engage in various initiatives without considering complicated political processes as compared to the public sector.

Foundations can decide more liberally on their processes and approaches. They have the time to carefully research initiatives before funding them, draw on world-class expertise, fund unpopular causes, or think about the long term by sustaining their programs for decades (Braverman, Constantine and Slater 2004).

- *Philanthropic processes more responsive*

Philanthropy is still an intensely personal activity, so the relationships among stakeholders matter a great deal in defining what is valued. The personal factor helps make the process more flexible and responsive, in contrast to the public sector (Braverman, Constantine and Slater 2004).

3.3.2 Weaknesses of non-profit sector to others sectors

- *Capability of funding of large-scale initiatives:*

There is no comparison between the magnitudes of private foundation funding that is dwarfed by the governments significant investments (Sandfort 2008).

Furthermore the public sector is more able to commit to an initiative over the long term, due to its reliable financial resources and strong power or influence that supports initiatives success.

- *Strong accountability structures:* Public sector accountability structures are typically more strong than in the philanthropic sector (Desai and Kharas 2008, Guidice and Bolduc 2004). This perhaps could be positive compensation for the relative lack of

independence faced in this sector. Indeed the public sector, has put great efforts in development of its accountability structures, since it is directly answerable to the public demands.

- *Social markets weakness in encouraging & rewarding performance*

In the for-profit sector, companies produced standardized data that independent analysts use to publish report about corporate performance. As a result the financial market encourages and rewards superior performance. However, the social sector is behind business in applying rigorous thinking to the use of money. Thus while the financial markets encourage and reward performance, social markets encourage and reward fundraising (Goldberg 2009).

3.4 Factors that play role in Philanthropic goals or decisions

- ✓ Organization culture:

Braverman, Constantine and Slater (2004) discussed that an organization culture plays a roles in guiding the organization in its chosen initiatives. They further emphasized that the organization culture consists of the two main points: Stakeholder's values and expectations and the organization's mission and vision:

- ✓ Stakeholders' personal values and expectations:

A foundation's culture is defined by what its stakeholders value and expect. A foundation's internal stakeholders include the board of directors, senior management, grant officers, and, to a surprising extent, its grantees (Braverman, Constantine and Slater 2004).

Frumkin (2006) also highlighted that philanthropy is not always about meeting the most urgent human needs, since the donors bring in their own personal interest and private vision of the public good. The author states that donning could be due to personal reasons such as organizations that have played an important role in a donor's life.

✓ Mission and Vision.

The foundation's mission and the staff member's vision are central to conducting effective philanthropy. The foundation can often value both positive and negative findings, as long as they are constructive and in line with a shared definition of the mission and vision (Braverman, Constantine and Slater 2004).

✓ Organizations size

An organization's size refers to its assets, payout (dollar amount of grants issued each year), and staffing (Braverman, Constantine and Slater 2004). The organization size will affect the organization goals, content, focus and structure (Braverman, Constantine and Slater 2004).

As discussed by those authors, the largest organizations will often aspire to achieve societal impact beyond their actual payout and their staff may include national or international experts. Other smaller organizations may have a local or regional mission, they would fund worthy causes but would have local influence behind the scenes, for these organizations longstanding relationships with other organizations is important (Braverman, Constantine and Slater 2004).

3.5 Challenges to Philanthropic work

✓ Challenging Nature of philanthropy:

As stated by Frumkin (2006): "One of the challenges in exploring the nature of philanthropic strategy is that giving has so many different forms, ambitions, and ideals". Frumkin (2006) also noted that this field largely operates without a settled doctrine or a set of accepted practices; the reason behind this could be attributed to the various people involved in philanthropy that doesnot involve only a homogeneous group, but rather people from all walks of life.

✓ Absence of strong strategic plan:

Most philanthropic organizations are tempted to proceed with giving without referring to a strong strategic plan (Frumkin 2006). Infact, rarely do donors face any criticism from the world of philanthropic sector on poorly made decisions, since there is always a long line of organizations anxious to help donors dispose of what Andrew Carnegie, the leading American Philanthropist, once termed “surplus wealth” (Frumkin 2006). The resulting problem is unwise selection decisions. Moreover the hope of developing a vision and strategy through experimentation rarely occurs (Frumkin 2006).

✓ Inadequate Measurement and Difficulty in quantifying social goals:

The non-profit sector suffers from primitive and imprecise performance measurement (Frumkin 2006). The difficult lies in: first deciding what to measure, since measurement is not as straightforward as it seems. Foundations tend to focus on measuring outputs: the products of program activities, rather than outcomes: changes in participants or program targets that follow from outputs (HELP Commission 2007, Porter and Kramer 1999).

Moreover, metrics for measurement may be unavailable (Sandfort 2008) and there is difficulty in making comparisons between social values across programs due to their inconsistency (Braverman, Constantine and Slater 2004, Goldberg 2009, W.K. Kellogg Foundation 2003). Furthermore, philanthropic missions are focused primarily on impacting whole social systems, rather than influencing discrete individuals or communities. However, as discussed by Kaufmann and Searle (2007) metrics for measuring the later impact are currently only in a formative stage.

✓ Lack of Reliable Funding

Reliable Funding is critical for the success of philanthropic initiatives. Since inconsistency in funding can cause organizations to focus on budgeting and management concerns, rather than paying attention to quality program implementation or service delivery (Balin 2003, Benedict 2003a, Desai and Kharas 2008).

Moreover, inconsistency of resources can put unnecessary strain on the organizations that actually implement funded programs, diverting their attention from quality program implementation or service delivery to budgeting and management concerns (Balin 2003, Benedict 2003a, Desai and Kharas 2008).

✓ Fragmentation of philanthropic work

Various scholars discussed the problem of fragmenting of philanthropic work as a continuing problem (HELP 2007, Kharas 2008, Porter and Kramer 1999, Sandfort 2008). These scholars pointed out many resulting issues of this such as: Hindering of development of best practices and lack of communication and sharing of lessons learnt among the various foundations.

✓ Transparency and Accountability:

Philanthropic foundations have often been criticized for their lack of transparency and accountability. The literature discusses that foundation decisions are often sensed to be opaque and lacking in effective internal and external accountability measures (Frumkin 2006, Guidice and Bolduc 2004, Porter and Kramer 1999).

Frumkin (2006) explained that accountability concerns stem in part from the tax deductions that philanthropic organizations receive for their giving and it is also related to influence such organizations may have to use resources to enact agendas. Accountability issues for large foundations are far more pressing; these donors face several watch dogs that monitor and critique foundations' practices (Frumkin 2006). However, the fact that this field almost delivers billions of dollars a year makes it difficult to create a accountability system (Frumkin 2006).

✓ Effectiveness of philanthropy

In the field of Philanthropy, effectiveness is considered one of the central problems faced (Frumkin 2006). There is still no definite agreement on the philanthropic objectives, standard measurements of assessing impact. Most importantly, it is still not clear how to use the knowledge and experience gained to improve effectiveness of work over time (Frumkin 2006).

As discussed by Frumkin (2006), another issue related to improving effectiveness is lack of consensus on the meaning of effectiveness itself. There are many angles to effectiveness in the field of philanthropy, which causes further confusion such as:

- **Program effectiveness** which is defined in terms of the work done by those who receive philanthropic support and thus focuses on the *programmatic* work of the recipient

organizations. Frumkin (2006) highlights that the philanthropic field is very much focused on this definition of effectiveness.

- **Mission effectiveness** which is defined in terms of the achievements of a philanthropic organization's goal or missions. It is related to the quality of strategy and level of execution achieved by the organization. This definition is very problematic when it comes to measurement which is the reason behind focus the philanthropic organization focus on the above definition.

✓ Lack of evaluation of Philanthropic work:

Evaluation has fallen short of philanthropy's expectations (Braverman, Constantine and Slater 2004). Part of the shortcoming on this comes from the freedom that philanthropic organizations possess.

However, this very freedom presents significant challenges. Without having to satisfy customers, investors, voters, or any other empowered stakeholders, foundations lack any consistent external feedback about their performance (Braverman, Constantine and Slater 2004).

Furthermore, Braverman, Constantine and Slater (2004) criticized the current program evaluation reports used, below is a listing of the key identified faults:

- Many evaluation reports are not useful, are completed too late to be relevant, or are too costly in comparison to the modest insights they provide.

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- Evaluation designs often neglect important questions and fail to identify lessons or insights of interest
- Evaluations sometimes fail to take account of key features of the project approach or the context in which the project is conducted, greatly limiting their value.
- Failures to obtain necessary data (such as outcome data) sometimes greatly reduce evaluations' usefulness and validity.
- Evaluations are often initiated at wrong timing, thereby missing the opportunity to gather crucial baseline data
- Evaluations may sometimes focus on short-term outcomes, that cause organizations' staff to object that large purposes have been neglected; which also raises the point that larger purposes cannot be accurately assessed at an affordable cost.

3.6 General Characteristics of successful philanthropy

Successful philanthropic organizations should be capable of meeting the above-mentioned challenges of the field. Moreover, there are general characteristics that successful philanthropic organizations need to attain:

1. **Ownership of initiatives and projects:** One of the main characteristics of successful philanthropic organizations is: Ownership of programs and initiatives. This is not only critical to their successful implementation, but as well to their effectiveness and sustainability (HELP Commission 2007, Hudson Institute 2008).
2. **Appropriate Technology:** Another characteristic important for successful philanthropy is the utilization of the appropriate technology by the organization. The literature highlighted that using a certain technology must meet the requirements of it being important to an initiative and simple enough to be put in place.

The literature also warned that technology is often perceived to be the “silver bullet” for assisting many areas such as philanthropy; however it must be noted that technological solutions cannot overcome complex social problems (Desai and Kharas 2008, HELP 2007, Hudson Institute 2008, Kramer 2007, Sandfort 2008, WHO 2008).

3. Consideration of Scale: Philanthropic foundations have been following the historical pattern of focusing on small-scale innovative initiatives with the intention of scaling up later under local or national government leadership (Benedict 2003a, Kramer 2007, Sandfort 2008).

However, the organizational consultant: Kramer (2007) points out that few initiated projects have actually been scaled-up by governments. Moreover, although governments can assist by providing incentives; there is no guarantee that the government adoption of an initiative will guarantee its successful deployment at a larger scale (HELP 2007). Thus, considering the scale of initiatives or projects is important for successful philanthropy.

Chapter 4

Research Methodology

4.1. Introduction to research methodology

This chapter describes the research methodology selected to achieve the aims of this investigative research. A detailed explanation of the research methodology is provided in this chapter.

Project Management scholars do not consider a specific research methodology superior to others; thus the researcher had to consider the relevant study conditions and select the appropriate research methodology.

4.2 Research Approach

In order to address the research goals identified in the introductory chapter, the inductive approach was selected. The reason was to collect data that would enable development of a theory on the research topic. The approach employed mixed-methods that included both qualitative and quantitative methods.

This mixed-method approach aimed to attain the descriptive results provided by the qualitative method and objective facts provided by the quantitative methods (Eisenhardt 1989). A variety of evidence was collected using semi-structured interviews and surveys were examined.

4.3. Research Purpose and Process

The purpose of the research is exploratory in nature; since it aims to investigate the relevance of project portfolio management in a poorly researched setting: philanthropic organizations. To achieve this the research methodology employed two main processes: Initial exploratory study and survey method to answer the research questions:

- RQ1: What is the current status of project portfolio management in philanthropic settings?
- RQ2: What are the general recommended portfolio approaches for philanthropic organizations?
- RQ3: What are the challenges and recommendations to effective project portfolio management in philanthropic settings?

Below is a detailed description of the methodology process.

4.3.1. Exploratory study

Introduction

An initial exploratory study was performed in which semi-structured interviews were conducted among selected philanthropic organizations in the United Arab Emirates. The purpose of the exploratory study was to gain understanding on the level of awareness on PPM and its practices within the UAE context.

In addition, to identifying challenges and issues faced by philanthropic organizations and how different organizations tackle their issues. Furthermore, the study was aimed to test ambiguity of the questions and identify any weaknesses that could be overcome prior to initiating the survey method. Semi-structured interviews were conducted using a list of open

and close questions. Fellows and Liu (2003) argue that semi-structured interviews bridge the gap between the structured and the unstructured extremes.

Five organizations were targeted in the study. Four of the organizations were based in UAE- Abu Dhabi; while one organization was based in UAE- Dubai. The interview questions were structured to answer the research questions.

The exploratory study identified obstacles to conducting research in the United Arab Emirates due to difficulty in accessing information and obtaining approval for support; more details are provided in Chapter 5. Thereby, the targeted organizations for the survey were chosen to be in Sudan rather in UAE. Moreover, some questions that the pilot study respondents were concerned about were changed and replaced by other questions.

Description of interview questions:

The semi-structured interviews consisted of a total 18 question distributed as 9 open questions and 9 closed questions. The questions included: checklists, grids and rating scales of 5 categories based on the Likert scale were used. The questions were provided in Arabic and English format to facilitate the information gathering for the employees.

Below is a listing of the interview questions along with their purposes:

1-Does your organization have a PPM process; i.e. a process for selecting projects or portfolios of projects?

The purpose of this question was to identify whether the organization had any sort of structured process for selecting projects or project portfolios. The answer to this question will be “Yes” or “No”.

2- What is the mission of your organization and background?

Knowing the mission and general background of the organization can be useful in determining the importance of PPM to the organization overall strategy

3-In regards to the projects being conducted in UAE, please describe the nature of those projects and scale.

Due to the variety in projects being conducted by organizations, this question aims to understand the nature of the projects being conducted by the organizations included in the study.

Table 4.1 Question 4

No.	Question	Never	Seldom	Sometimes	Often	Always
4-	How often is your organization engaged in large portfolio of projects, comprised of various sub-projects?					

The question aims to identify how frequent are organizations involved in delivering project portfolios.

5- What are the factors you usually consider for project or project portfolio selection? (i.e. Government support, budget limitations, etc.)

The question aims to identify the common factors considered by philanthropic foundations when selecting project portfolios/projects.

6- Please clarify what is the process or procedure to be followed when selecting a project or portfolio?

The purpose of this question is to gain details on the framework used by the organization to select project or portfolios.

7- Are charitable reasons the most important factor to be considered for project selection? Please clarify.

This question was used to investigate if non-humanitarian factors could be of higher importance to philanthropic organizations, than of purely humanitarian reasons. The answer to this would be “Yes” or “No” and also space was provided for more clarification details.

Table 4.2 Question 8

No.	Question	Yes	No	N/A

8	The survey aims to investigate relevance of implementing a project/portfolio management process for philanthropic foundations in the UAE. Do you think there is a need for such a study to avoid issues or problems?			
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Please explain your response.

The purpose of this question is to identify the need for studying PPM in the area of philanthropic work. The answer would be “Yes” or “No” and space was provided to provide more clarification details.

9- Please explain the challenges generally faced when selecting projects or portfolios?

The question aims to identify problems faced due to lack of effective PPM.

10- Are you aware of any general recommended portfolio approaches for social organizations like your organization?

The question aims to measure employees’ awareness of PM implemented approaches in their field of work

11- Are there any issues faced due to lack of structure in a management process for projects and portfolios?

The purpose of the question is to identify management related factors to implementation of PPM in their organizations.

To what extent do you agree with the following statements?

Table 4.3 Question 12

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly
12	Organization projects in-line with corporate strategy					
13	Organization selected projects successfully delivered					
14	Organization resources spread evenly among the projects					

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15	Current projects and portfolios managed smoothly					
16	Current project and portfolio management process helps to identify risks and arising needs					

Questions 12-16 aims to identify the effectiveness of the organizations' PPM process by gaining perspectives of the employees on the deliverables of the PPM process: Degree of projects alignment with the corporate strategy (Question 12), Successful project delivery (Question 13), Effective Resource allocation (Question 14), Effective portfolio project management (Question 15), Effectiveness of PPM process in identifying arising challenges (Question 16)

17. Do you have any further comment, suggestion or contribution relative to PPM performance?

The goal of this question was to provide the employees with the chance to express any additional information or remarks that could be of benefit to the research

18- ADDITIONAL QUESTIONS – For Follow-up purposes only if accepted

Your name: _____

Organization name: _____

Your job title: _____

A small number of follow up research interviews will be conducted later - Is it ok to contact you again for a short research interview

Yes / No

Email (only used if follow-up needed): _____

Mobile (only used if follow-up needed): _____

The goal of the last part was to seek permission for further research follow-up from the interviewees. The interested interviewees would have filled-in the relevant contact information mentioned in the last part such as employee name, email or contact number.

4.3.2. Survey Method

Introduction

The second step was to distribute a survey among the employees of the targeted organizations in the exploratory study. Initially, the research methodology aimed to conduct both the semi-structured interviews and surveys among only UAE based philanthropic organizations.

The goal was to obtain and analyze information from the same environment. However, many approval difficulties were noticed during the exploratory stage that discouraged distribution of surveys in the UAE. (Refer to next chapter for more details). This led to the survey distribution in Sudan: where the researcher was able to obtain better feedback suitable for analysis and research findings.

In-order to meet the interest of each organization, surveys were conducted differently across these organizations: electronic copies were sent to several organizations and then completed during telephone conversations with the organizations' representatives. Several others were provided access to entering the survey online on a dedicated website using www.surveymonkey.com.

Finally, others were invited to group sessions in which hard copies of the survey questions were distributed and then later gathered upon completion. The survey questions were provided in both Arabic and English language to facilitate answering of questions. The survey is available in both Arabic and English in Appendix A.

Description and purpose of survey questions

The survey structure was designed by the researcher, of which a full copy is attached in Arabic and English languages in Appendix A. The structure was mostly based on the semi-structured interview questions of the exploratory study; this was done to answer the research questions discussed in the introductory chapter.

The survey was designed to give a proper balance between being short, simple and comprehensive. This was one of the most important aspects of the design which ensured that sufficient interest is attracted among the respondents to participate in the survey while ensuring that the collected data is inclusive, beneficiary and reliable.

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Below are the changes incorporated into the survey along with their justifications:

- The survey comprised of 21 questions, 18 question were close questions and the remaining 3 open question were voluntary and for demographics information only. This approach was selected to encourage data collection and to control quality of responses provided, the fact that the survey would be distributed among various organizations with varying levels of project management awareness lead to this consideration. Thus the below mandatory -open ended questions were removed from the survey:

- ✓ What is your name?
- ✓ What is your organization name?
- ✓ What is your job title?
- ✓ What is the mission of your organization and background?
- ✓ In regards to the projects being conducted in UAE, please describe the nature of those projects and scale.

The above questions were replaced by the below voluntary open questions:

- ✓ Please feel free to provide any comment/suggestion on project management related to philanthropic work
- ✓ Job role (Voluntary)
- ✓ Email (Voluntary)

- The following questions were added:

- ✓ How would you rate the size of your organization? (*Answer only one*)
 - *Small*
 - *Medium*
 - *Large*

The literature discussed that size of the organization affects the mission and approach of philanthropic organizations (Braverman, Constantine and Slater 2004). Thus considering the organization size would be an important element to data analysis.

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✓ How long has your organization been practicing this PPM Process?

- *1-2 Years*
- *3-5 Years*
- *More than 5 years*

The goal was to gain understanding on the level of PPM maturity in the organization by identifying the period PPM was practiced.

✓ 4. How was the PPM process developed? (Answer only one)

- *By your organization independently*
- *By hiring consultants or implementing PPM software?*
- *By combining organization efforts with external consultation or use of PPM software*

The goal was to gain understanding on the process of developing PPM of the organization, whether it was solely based on the organization efforts or additional resources were utilized such as external consultants or specialized PPM software.

✓ Is there an assigned department clearly responsible for implementing PPM?
(Answer only one)

- *Yes*
- *No*

The question aims to identify whether the organization considers PPM aspects specifically.

✓ How often do you review your project portfolios? (Answer only one)

- *Monthly*
- *Quarterly*
- *Never*

The purpose is to identify the degree to which organizations review project portfolios

✓ What method(s) is used in your organization for selecting portfolios of projects?

- Financial Methods
- Strategic approaches
- Bubble diagrams
- Weighted scoring models
- Checklists
- None

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Cooper *et al.* (2001b) discussed the above selection methods to be commonly used by organizations. Thus, the question aims to identify the methods employed by philanthropic organizations.

- ✓ How important are the following factors when selecting project portfolios?
Please answer all of the questions. (Place X on the appropriate answer for each item in the list)

Table 4.4 Question 8

Factors	Absolutely essential	Very Important	Important	Relevant	Not Relevant
Pure Charitable inclinations					
Sponsor or Funder preferences					
Government policy					
Local needs					
Organization's strategy					
Budget limitations					

The question aims to identify the most critical factors for philanthropic organization when implementing project portfolios.

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- ✓ In your experience, to what extent do the following points represent barriers to effective portfolio management? (Place X on the appropriate answer for each item in the list)

Table 4.5 Question 9

Factors	Highly effective	Effective	Mixed	Ineffective	Highly Ineffective
Lack of clear organizational strategy or objectives					
Lack of executive support					
Lack of cooperative environment or culture					
Undeveloped or poor monitoring process of portfolios & projects					
Lack of information on resources					
Lack of information on projects metrics used to evaluate projects' progress					
Ineffective prioritization of projects					
Absence of accountability measures for implementing PPM Process					
Lack of effective project portfolio managers					
Having a poor repository for project information					

The question aims to identify the most impeding barriers to project portfolio management

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- ✓ Do you know the return on investment (ROI) for implementing PPM at your organization? (Answer only one).
 - *Yes*
 - *No*
- ✓ If yes, please select the ROI appropriate for your organization: (Answer only one).
 - *2-5%*
 - *6-10%*
 - *More than 10%*

This question consists of two parts; first part aims to identify whether the surveyed is aware of the measured impact of project portfolio management on their organizations. The second part enables the surveyed to select the ROI range that includes this measured value.

- The two below questions were added to the below original question grid:

- ✓ To what extent do you agree with the following statements? (Place X on the appropriate answer for each item in the list)

Table 4.6 Question 12

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Current process have lead to increasing cost savings by elimination of unnecessary, poor or repeated projects					
Current system for tracking and documenting project progress is satisfactory					

The question aims to identify the degree to which the philanthropic organizations are satisfied with the current process for monitoring projects and level of cost savings reduced due to this.

Distribution of survey

The survey was distributed to a randomly sampled size of 100 respondents that included employees from 15 philanthropic organizations in Sudan. The respondents' job roles ranged from including higher management roles to normal staff duties.

4.4. Data Analysis Tool

Statistical Package for the Social Sciences (SPSS) was the software selected for statistical analysis of data collected. The statistical website: www.surveymonkey.com was used to collect the survey feedback.

4.5. Limitations of the Research Design

The research design faced a number of limitations: The choice of the research problem itself presented a limitation since related work was difficult to find. Thereby, results of the research could not be compared to other research findings.

In addition, the research design faced some weakness in its control settings, for instance the survey distribution could have been better controlled. The better design would have been the distribution of surveys within focused group settings. The advantages are better monitoring of data collection and increased quality; since the researcher could discuss the feedback directly with the respondent and gain deeper understanding and analysis.

The sample size was not large enough to enable drawing of descriptive or inferential conclusions about a larger group. The design of the exploratory research; prevented other interesting research questions to be asked: Examples are descriptive questions such as: "How do Philanthropic organizations approach sponsors for funding?" Or "How do Philanthropic Organizations improve their staff capabilities?"

However, in order to ensure relative data quality and control: the survey design included mostly close type questions to enhance data reliability and attract high response interest.

4.6 Alternative Approaches to the Research Problem

The dissertation could have been approached alternatively, below is a discussion on this:

- An action research approach could have employed, where the researcher would have actively participated in the research. The researcher would have joined various philanthropic organizations and have better reflected on the information collected. Moreover, an action plan could have been developed where a PPM proposed model for philanthropic organizations could have implemented and more information on the changes acquired.
- Another alternative approach would have been a case study approach, in which selected philanthropic organization would have been involved. The approach would add strength and empirical evidence; which would make it appropriate for the research topic. Moreover, gaining insight on the organizations special situation would have added more valuable observations.

Furthermore other approaches hindered by access difficulties and time limitations could have been undertaken:

- If data access was granted, a large sample size would have been collected. The gathering of a more representative sample would have allowed for more generalization of results.
- If more time was available, interviews with key respondents would have been conducted to gather more detailed information that would have concluded higher quality recommendations.

Chapter 5

Data Collection

This chapter provides the general information gathered during the data collection process.

It presents the main feedback gathered from the exploratory study and surveys results.

5.1. Exploratory study

Several philanthropic organizations were contacted for interview purpose and the below UAE based organizations provided initial approval:

- **Organization T- Abu Dhabi based:** provides a voluntary social program designed to create a culture of volunteering throughout the United Arab Emirates. The organization mobilizes people and resources across the nation to find creative and sustainable solutions for proven community needs. It particularly offers young people meaningful opportunities to volunteer for humanitarian, social and community programs.
- **Organization R- Abu Dhabi based:** Organization R of the United Arab Emirates is the UAE affiliate of the International Federation of Red Cross and Red Crescent Societies. The authority was founded in 1983 with support of the late ruler: Sheikh Zayed bin Sultan Al Nahyan. Its main objectives are to carry out operations on a systematic basis throughout the whole UAE. In 2010, the organization celebrated its 27th birthday. In 2001, the organization was chosen as the second best humanitarian authority at the level of the continent of Asia.
- **Organization U- Abu Dhabi based:** Organization U is on the ground in 166 countries, working with them on their own solutions to global and national development challenges. Organization U has implemented projects in the value of 14 Million USD in the UAE during the last Country Cooperation Framework 2002-

2006.. Organization U looks forward to working in assisting the UAE in its visionary pursuit of continued human development progress.

- **Organization Z- Dubai based:** Since its establishment, the foundation has focused on diversification of its activities in association with national and international organizations, to promote the United Arab Emirates in the charity and humanitarian field around the globe. The organization made great contributions in the emergency relief activities as well as the construction projects in disaster stricken countries.

- **Organization K – Abu Dhabi based:**

Organization K was established in July, 2007 with the vision of being “a leading initiator of humanitarian services in the United Arab Emirates”. The foundation focuses locally and globally on the field of health and education. The foundation strategy includes supporting educational projects in the region, meeting the health requirements related to malnutrition, child protection and welfare.

Interviewing challenges:

During the initial discussions, all the above-mentioned organizations stated initial approval and support from the semi-structured interviews.

However, upon attempting to conduct the interviews the researcher faced the following obstacles; that lead to participation of only two (Organization T and Organization R) of the above mentioned five organizations:

- Low interest of respondents in participating in exploratory research
- Unwillingness of interview participants to answer all questions provided
- Lack of support from targeted organizations in providing interviewing approval
- Difficulty in contacting concerned personnel for interviewing

- Late reply from organizations on confirming participation in interviews

Response rates

As stated earlier, five organizations were targeted; Table 5.1 below shows the number of respondents in each of the organizations. A total of five responses were received; three in English and the other two were provided in Arabic and then translated into English.

Table 5.1 Number of targeted and received respondents within each organization

ORGANIZATION	TARGET	RECEIVED
<i>Organization T</i>	<i>20</i>	<i>4</i>
<i>Organization R</i>	<i>5</i>	<i>1</i>
Organization U	3	0
Organization Z	3	0
Organization K	10	0
TOTAL	41	5

Respondents' information:

The participants were three males and two females, four of them were from the same organization (Organization T, two females and two males) and one from Organization R (male).

Each participant was interviewed individually within a period of 20-30 minutes.

The participant job roles were as follows:

In organization T:

Female 1: Executive Office Coordinator (to be referred to as Interviewee 1)

Female 2: Project Developer (to be referred to as Interviewee 2)

Male 1: Media Officer (to be referred to as Interviewee 3)

Male 2: Technical Manager (to be referred to as Interviewee 5)

In organization R:

Male 1: Local Assistance Coordinator (to be referred to as Interviewee 4)

Semi-structured interviews feedback

Below is a listing of the answers provided by each of the 5 respondents (Interviewee1, Interviewee2, Interviewee3, Interviewee4 and Interviewee5) for each question:

1-Does your organization have a PPM process; i.e. a process for selecting projects or portfolios of projects?

Table 5.2 Answers of Question 1

Interviewees	Response
Interviewee1	Yes
Interviewee2	Yes
Interviewee3	Yes
Interviewee4	Yes
Interviewee5	No

2- What is the mission of your organization and background?

Table 5.3 Answers of Question 2

Interviewees	Response
Interviewee1	Through the establishment of a sustainable public-private partnership, the foundation seeks to continually benefit the United Arab Emirates through the development and support of community-based initiatives. The Foundation will: <ul style="list-style-type: none"> • Cultivate a supportive partnership between the public and private sectors to achieve increased social consciousness of vital community-related issues. • Progressively develop valuable community-based initiatives, programs and centers of excellence in support of our core areas of interest. • Foster, support and maintain long-term initiatives through the management and disbursement of our Endowment Fund
Interviewee2	Organization T is a voluntary social program that has been designed with the primary purpose to encourage people to volunteer and to mobilize both people and resources in the UAE to deliver creative solutions that meet community needs.
Interviewee3	“A semi government entity that seeks to provide philanthropic work in a systematic and organized way”

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Interviewee4	Answer not provided
Interviewee5	“The organization aims to prepare the population of the UAE and strengthen the nation’s resilience towards disasters and crises, by training emergency response volunteers across the country, ready to support professional emergency responders in major emergencies. The programme started with initial surveys in 2008 and operations began in 2009.”

3-In regards to the projects being conducted in UAE, please describe the nature of those projects and scale.

Table 5.4 Answers of Question 3

Interviewees	Response
Interviewee1	Different types of projects: Social Arts & Culture, Environment, Education, Technology.
Interviewee2	“There are different projects that are developed, one major example is volunteering at the Hospital sector where volunteers assist in administration work as well as helping hospital patients with the supervision of nurses”
Interviewee3	Social projects, education projects, Environmental projects, health projects
Interviewee4	“Housing construction projects for families”
Interviewee5	“(Sub-)projects in addition to general efforts to increase the program’s emergency response capacity include: 1) continuous training, of emergency response volunteers and advanced emergency response volunteers, targeting specific groups, organizations or agencies across the UAE; 2) external information efforts for public awareness and safety (such as information efforts to the public in malls, etc) 3) special emergency response-related exercises and activities; 4) engagements in special projects such as volunteer management or other efforts during major public events such as Formula 1 or FIFA, providing large numbers of volunteers for these events; 5) special projects such as a relief effort in Peshawar, Pakistan following the flooding disaster in 2010.”

Table 5.5 Answers of Question 4

No.	Question	Never	Seldom	Sometimes	Often	Always
4-	How often is your organization engaged in large portfolio of projects, comprised of various sub-projects?					
	Interviewee1	Answer not provided				
	Interviewee2					X
	Interviewee3					X

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	Interviewee4			X		
	Interviewee5					X

5- What are the factors you usually consider for project or project portfolio selection? (i.e. Government support, budget limitations, etc.)

Table 5.6 Answers of Question 5

Interviewees	Response
Interviewee1	Answer not provided
Interviewee2	Project suitability for volunteering activity, Hazard free for volunteers, project matching for volunteers requirements and needs
Interviewee3	Government policy, Budget, Planning, Coordination between the different parties
Interviewee4	Need for project
Interviewee5	“Impact and internal/external value; potential; resources needed; timeframe needed; geographic distance and resources available; relevance to current project strategic priorities; short-term and long-term effect.”

6- Please clarify what is the process or procedure to be followed when selecting a project or portfolio?

Table 5.7 Answers of Question 6

Interviewees	Response
Interviewee1	“Not applicable, we have no process”
Interviewee2	“Yes, a volunteering project idea has to be proposed to the management team as a start. After making sure that it is a suitable volunteering project and discussing certain factors, we start with our communications to raise our funds and to start an activity with all parties involved. After setting the requirements; (No of volunteers, roles, date ... etc.) we post the project opportunity on our website to start recruiting volunteers. “
Interviewee3	“There is a process that considers a proposal from planning to delivery”
Interviewee4	“There are specialized authorities who have certain procedures for this”
Interviewee5	“There is no specific process or procedure per se, other than approval sought from relevant managerial levels by initiating staff, given the current phase of the programme and rapidly developing operations.”

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7- Are charitable reasons the most important factor to be considered for project selection? Please clarify.

Table 5.8 Answers of Question 7

Interviewees	Response
Interviewee1	“No. the organization focuses on sustainable projects & not charitable ones.”
Interviewee2	Yes
Interviewee3	“Sometimes yes and sometimes other factors like governmental policy and the focus on development projects are of higher importance “
Interviewee4	Yes
Interviewee5	Yes, “Sub-projects are selected and prioritized based on their level of positive impact (immediate or long-term) for the programme’s development, which in itself aims to serve the public by saving lives in emergencies and providing a safer society by well- prepared citizens. Thus, charitable reasons could be said to indirectly be part of all selected projects as the programme overall has a humanitarian purpose aimed to help civilians in difficult circumstances.”

Table 5.9 Answers of Question 8

No.	Question	Yes	No	N/A
8	The survey aims to investigate relevance of implementing a project/portfolio management process for philanthropic foundations in the UAE. Do you think there is a need for such a study to avoid issues or problems?			
	Interviewee1	X		
	Interviewee2	X		
	Interviewee3	X		
	Interviewee4	X		
	Interviewee5	X		

9- Please explain the challenges generally faced when selecting projects or portfolios?

Table 5.10 Answers of Question 9

Interviewees	Response
Interviewee1	No answer provided
Interviewee2	“Challenges differ from one project to another. An example would be, is trying to identify the proper volunteers for special needs project. They have to be

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	selected in a way that they know how to communicate/work with Special Needs. Sometimes after taking a long process in selecting people, they suddenly withdraw on the same day of the activity and we have to look for other qualified volunteers ASAP.”
Interviewee3	“Availability of Information, Prioritization of needs, absence of group decision making that lead to weak implementation of project processes and decisions”
Interviewee4	“Prioritization of action making”
Interviewee5	“Time constraints and limitations in staff and resources can place limitations on timing, or selection, of specific projects.”

10- Are you aware of any general recommended portfolio approaches for social organizations like your organization?

Table 5.11 Answers of Question 10

Interviewees	Response
Interviewee1	Answer not provided
Interviewee2	“Yes, there is an approach by Sheikh Zayed Higher Organization”
Interviewee3	“There are various approaches for each organization since each has their own vision or approach”
Interviewee4	No
Interviewee5	“Not specifically, other than generic best practices from international organizations.”

11- Are there any issues faced due to lack of structure in a management process for projects and portfolios?

Table 5.12 Answers of Question 11

Interviewees	Response
Interviewee1	Answer not provided
Interviewee2	No
Interviewee3	“Yes, absence of accountability, issues of delivery obstacles”
Interviewee4	Yes
Interviewee5	“Not in this particular programme, which is specific in its mission and in the first few years of development.”

To what extent do you agree with the following statements?

Table 5.13 Answers to Questions 12-16 (All interviewees)

No	Statement (Interviewee 1)	Strongly disagree	Disagree	Neutral	Agree	Strongly
12	Organization projects in-line with corporate strategy				X	
13	Organization selected projects successfully				X	

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	delivered					
14	Organization resources spread evenly among the projects		X			
15	Current projects and portfolios managed smoothly			X		
16	Current project and portfolio management process helps to identify risks and arising needs			X		
No	Statement (Interviewee 2)	Strongly disagree	Disagree	Neutral	Agree	Strongly
12	Organization projects in-line with corporate strategy					✓
13	Organization selected projects successfully delivered					✓
14	Organization resources spread evenly among the projects				✓	
15	Current projects and portfolios managed smoothly			✓		
16	Current project and portfolio management process helps to identify risks and arising needs			✓		
No	Statement (Interviewee 3)	Strongly disagree	Disagree	Neutral	Agree	Strongly
12	Organization projects in-line with corporate strategy				✓	
13	Organization selected projects successfully delivered			✓		
14	Organization resources spread evenly among the projects				✓	
15	Current projects and portfolios managed smoothly				✓	
16	Current project and portfolio management process helps to identify risks and arising needs		✓			
No	Statement (Interviewee 4)	Strongly disagree	Disagree	Neutral	Agree	Strongly
12	Organization projects in-line with corporate strategy			✓		
13	Organization selected projects successfully delivered				✓	
14	Organization resources spread evenly among the projects			✓		
15	Current projects and portfolios managed smoothly			✓		
16	Current project and portfolio management process helps to identify risks and arising needs				✓	
No	Statement (Interviewee 5)	Strongly disagree	Disagree	Neutral	Agree	Strongly
12	Organization projects in-line with corporate strategy					✓
13	Organization selected projects successfully delivered					✓

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14	Organization resources spread evenly among the projects				√	
15	Current projects and portfolios managed smoothly				√	
16	Current project and portfolio management process helps to identify risks and arising needs			√		

17. Do you have any further comment, suggestion or contribution relative to PPM performance?

Table 5.14 :-Answers of Question 17

Interviewees	Response
Interviewee1	Information not provided
Interviewee2	Information not provided
Interviewee3	Information not provided
Interviewee4	A point to be considered is that much of the projects we conduct are based on funders orientations and interests.
Interviewee5	Information not provided

General findings of the exploratory study:

Below is a summary of the main findings of the exploratory study:

- The exploratory study faced poor responders' interest in interview participation and access problems; this identified an obstacle to carrying out the survey in the same settings. Accordingly, the survey was decided to be distributed in Sudan.
- During the interview process, recommendations were provided on the questions structure: Several interviewees stated their concern with filling in their personal and organization names. Thus it was decided to consider only the job role and email as voluntary question in the survey method; this modification was done to encourage the survey respondents.
- The majority of the respondents believed their organizations were engaged in implementing portfolios in some degree. The lowest degree of engagement answer provided was: "sometimes" with most answers provided to be: "Always".
- Although the majority of the respondents stated that they had a PPM process in place; none identified a clear process: the answers ranged from stating no PPM process in

place to asserting the availability of a PPM process; however the supporting explanation basically described an approval process for initiating Portfolios. No clear systematic PPM process was discussed by any of the respondents.

- The respondents identified the below factors as important for portfolio/project selection:
 - ✓ Stakeholders preferences
 - ✓ Government policy
 - ✓ Organizations' budget limitations
 - ✓ Coordination required between the various organization bodies for project/portfolio implementation
 - ✓ Need for project/portfolio
 - ✓ Potential social impact of project/portfolio
 - ✓ Resources required for project/portfolio
 - ✓ Time limitations of project/portfolio
 - ✓ Strategic priorities of organization
 - ✓ Short-term and long-term effects of project or portfolio
- The respondents provided the below challenges to implementation of projects/portfolios:
 - ✓ Limitations in availability of resources (staff or other types)
 - ✓ Availability of information
 - ✓ Prioritization of needs and actions
 - ✓ Absence of group decision making that lead to weak implementation of project decisions/processes

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- ✓ Time constraints
 - ✓ Funder orientations
 - ✓ Absence of accountability
-
- Answers on the core aspect of whether philanthropic organizations considered charitable reasons one of the most important project selection criteria, showed that other factors such as: governmental policy and sustainability considerations could be considered of higher importance to purely charitable factors.
 - There was consensus among the respondents that there was a need to investigate PPM implementations for philanthropic organizations.
 - None of the respondents could name a recommended PPM approach for philanthropic organizations, the majority stated that there are generic best practices followed by international organizations but no specific approach was identified

5.2. Survey Results

The survey targeted 15 different philanthropic organizations in Sudan. A total of 71 surveys were collected and the below figures illustrate the feedback received

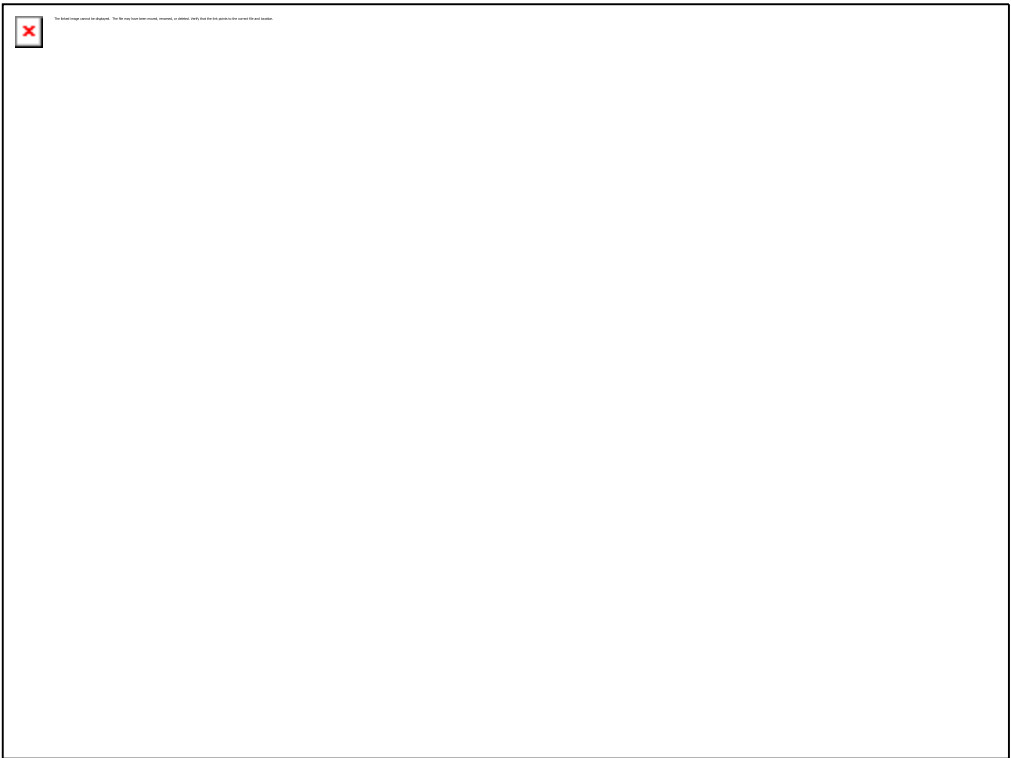


Figure 5.1 Question 1 Survey results

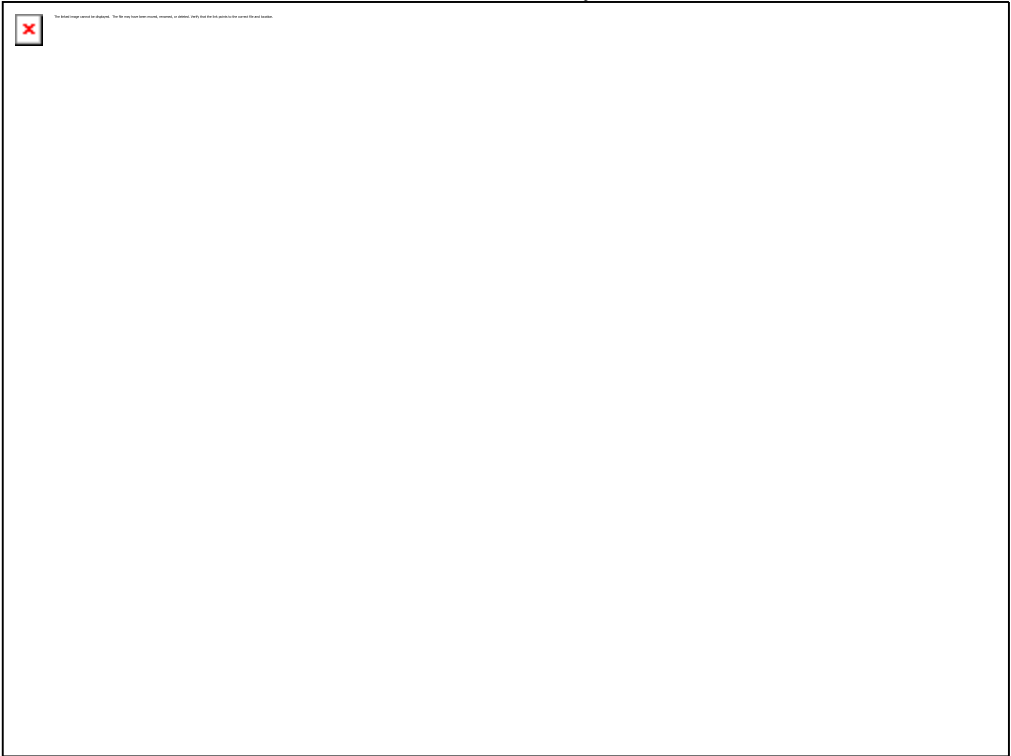


Figure 5.2 Question 2 Survey results

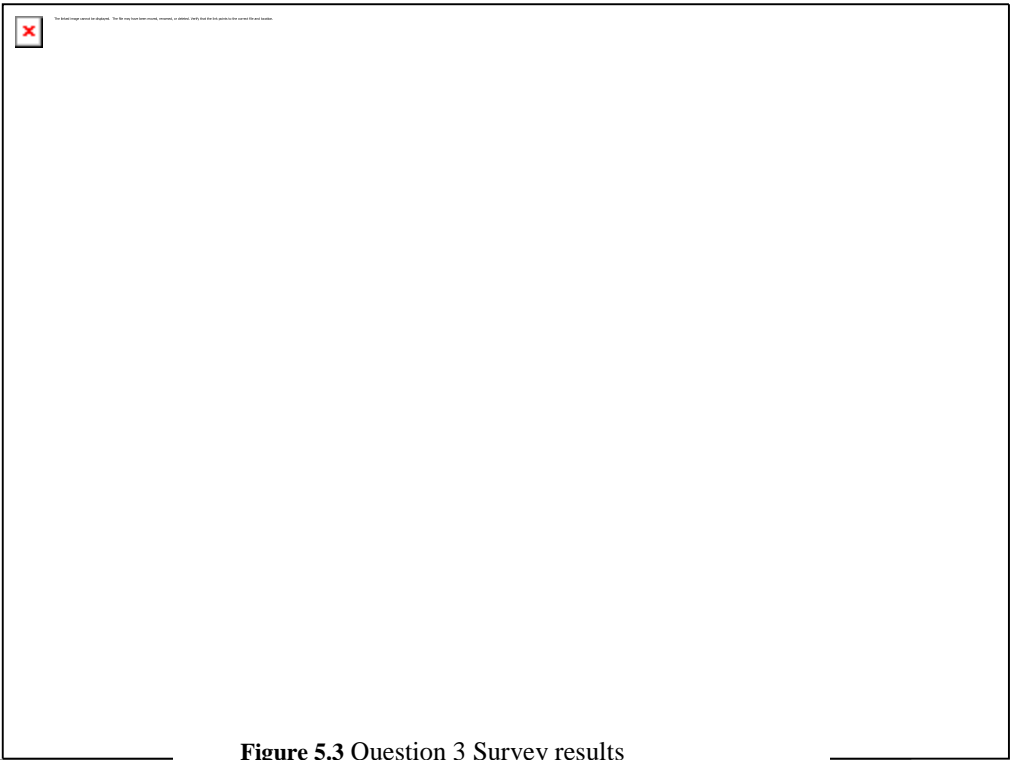


Figure 5.3 Question 3 Survey results

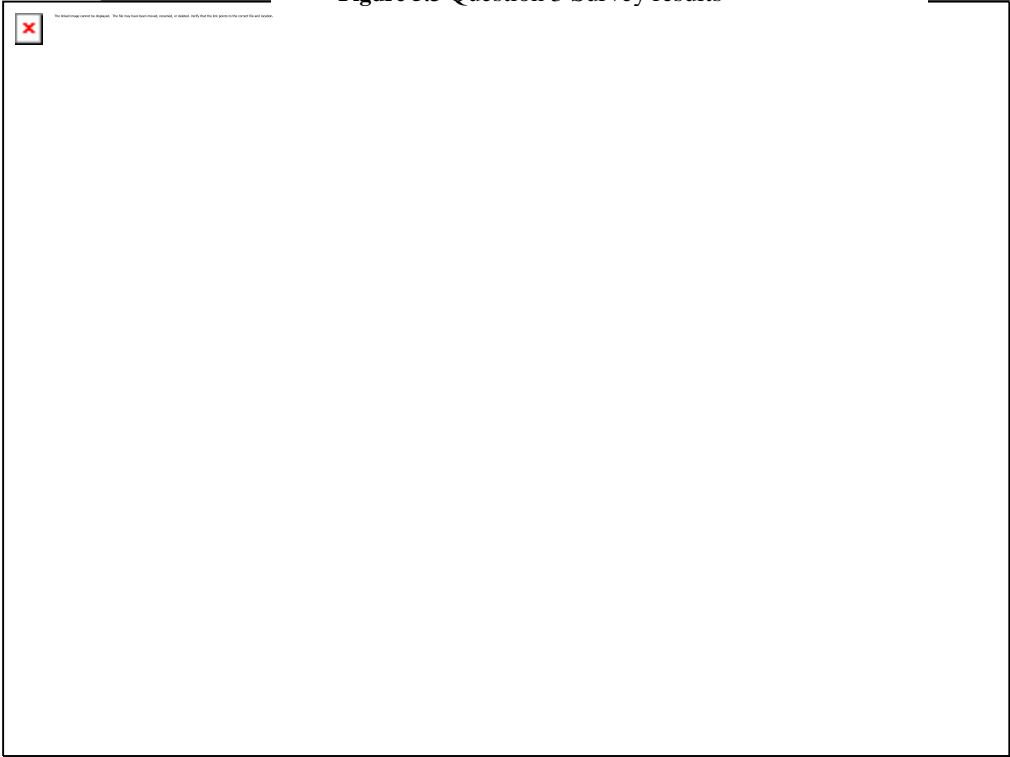


Figure 5.4 Question 4 Survey results

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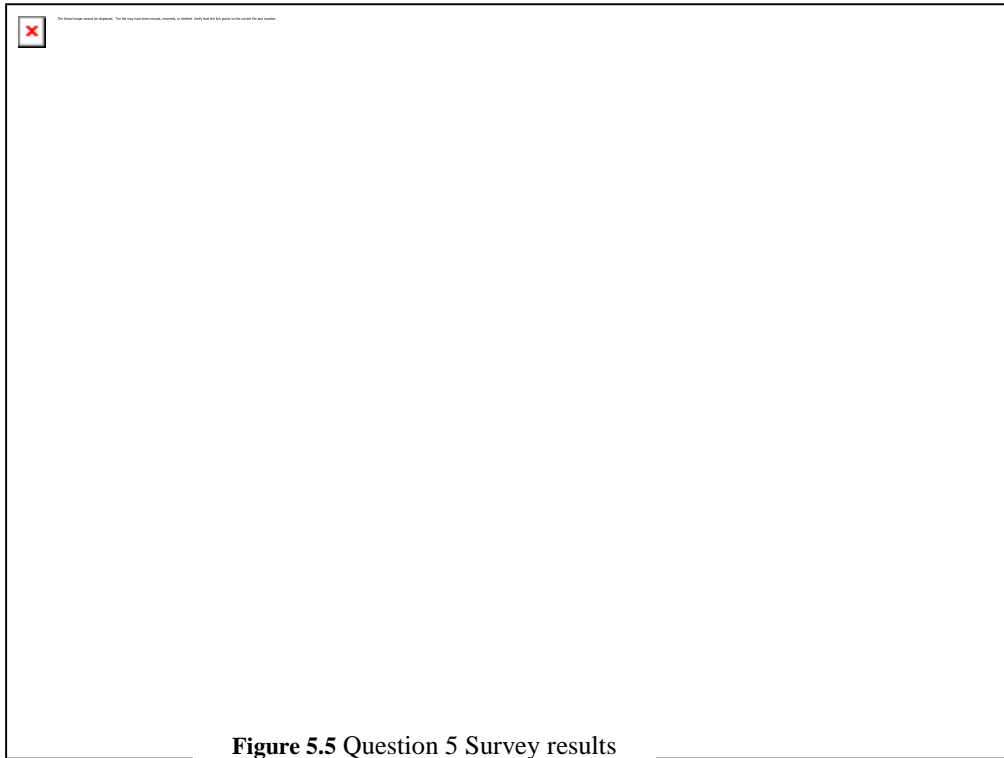


Figure 5.5 Question 5 Survey results



5.6 Question 6 Survey results

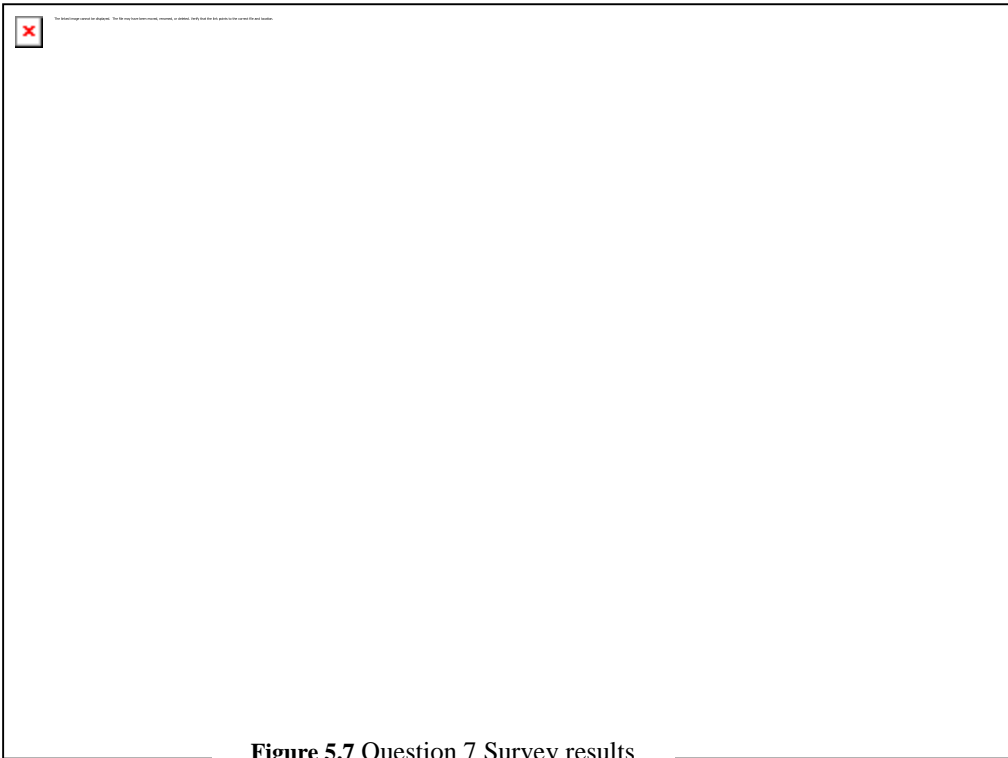


Figure 5.7 Question 7 Survey results

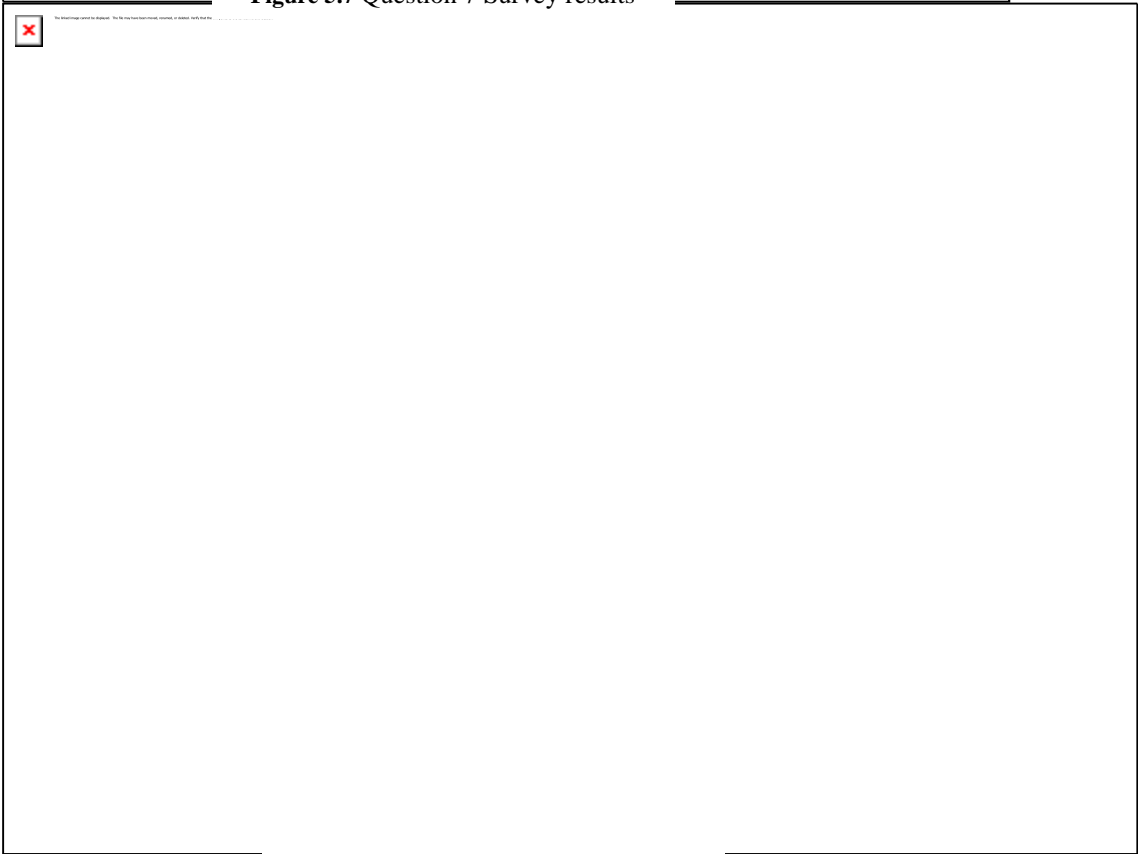


Figure 5.8 Question 8 Survey results

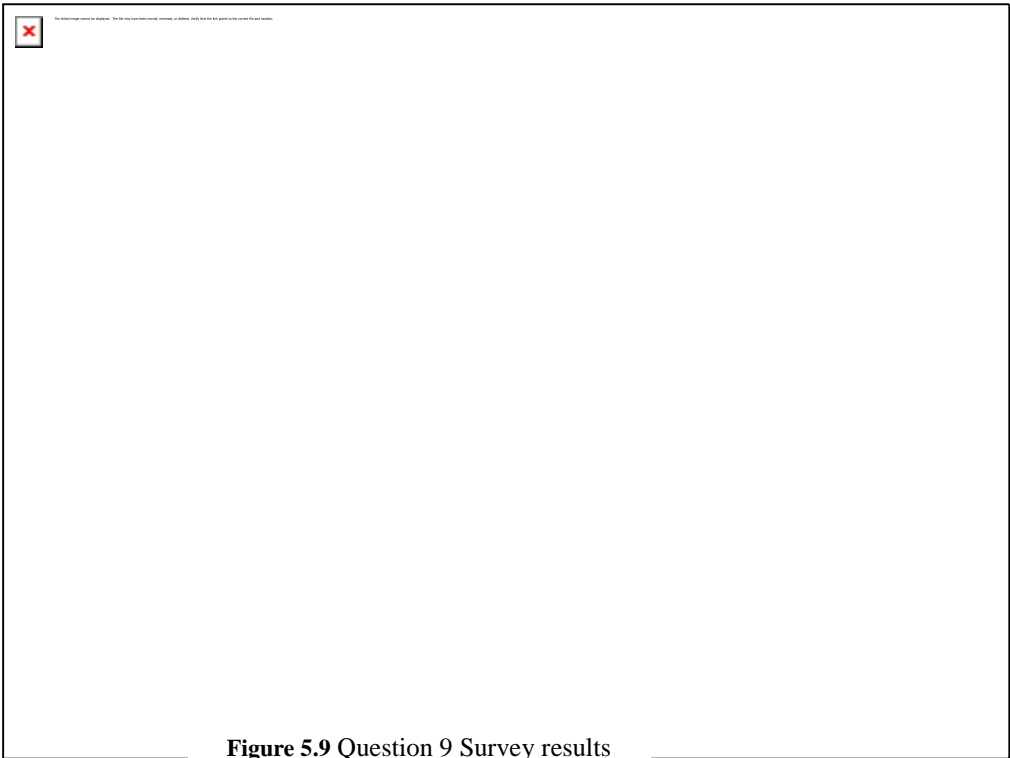


Figure 5.9 Question 9 Survey results

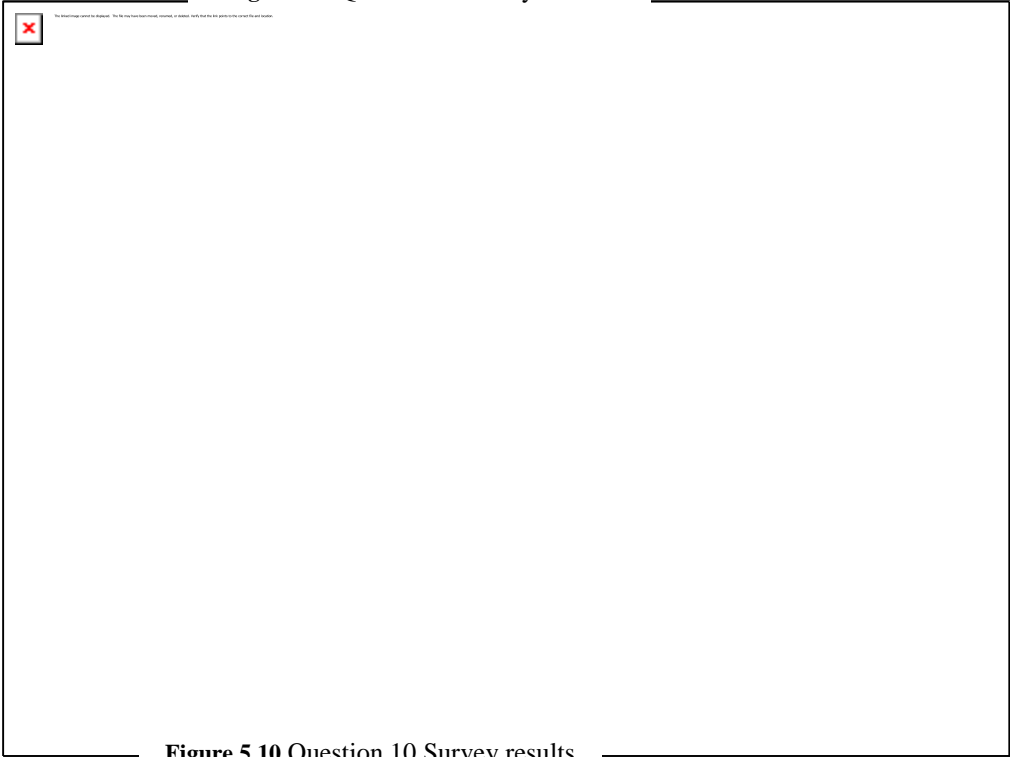


Figure 5.10 Question 10 Survey results

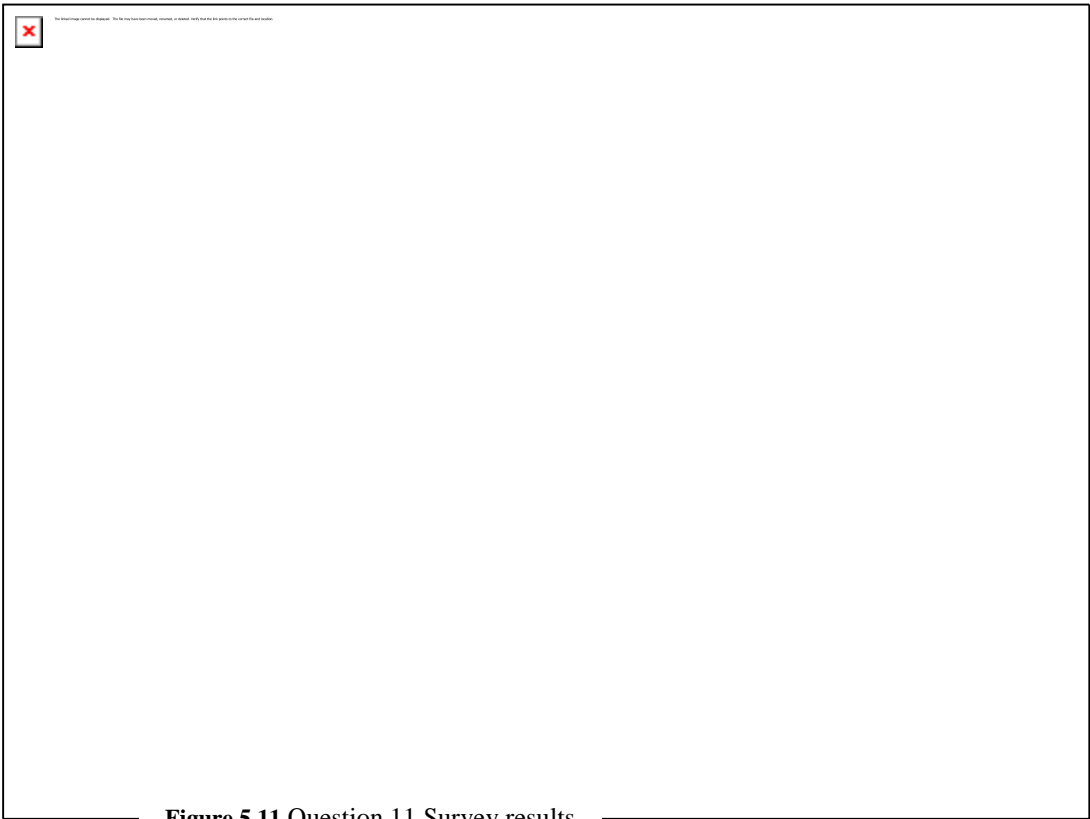


Figure 5.11 Question 11 Survey results



Figure 5.12 Question 12 Survey results

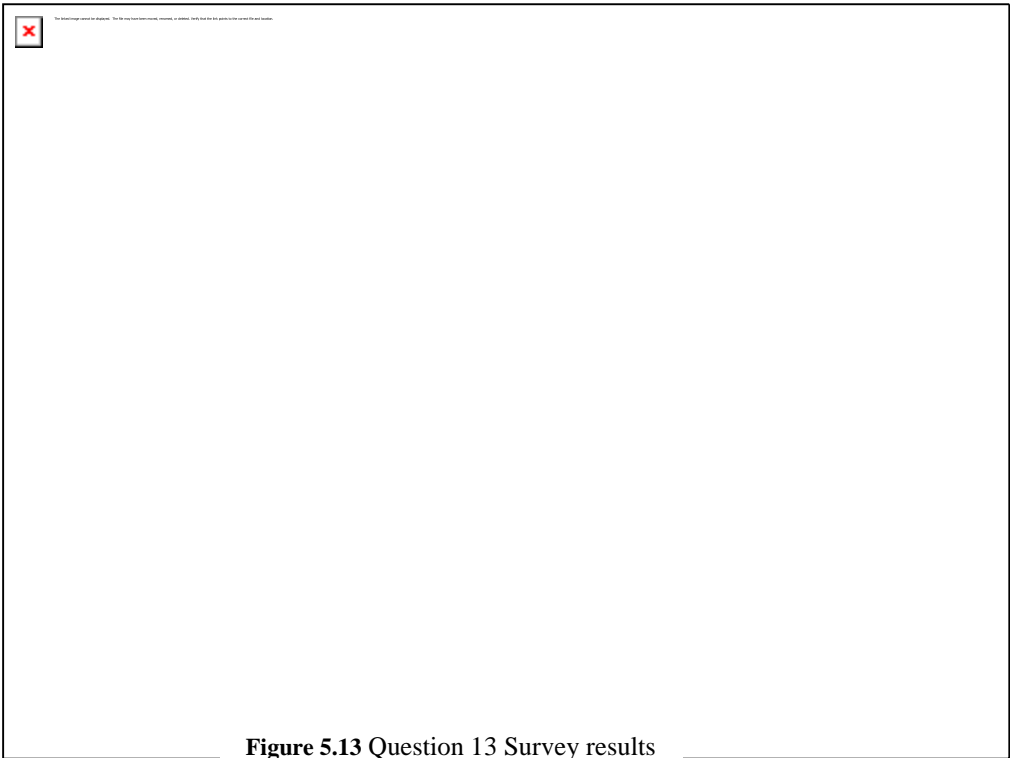


Figure 5.13 Question 13 Survey results

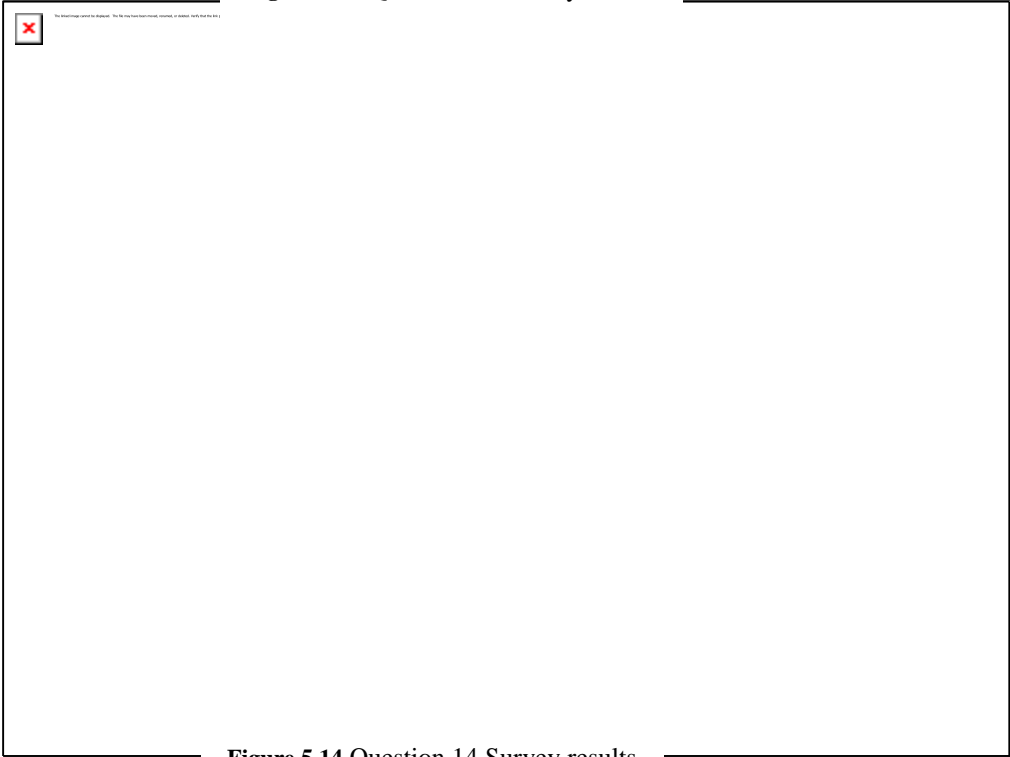


Figure 5.14 Question 14 Survey results

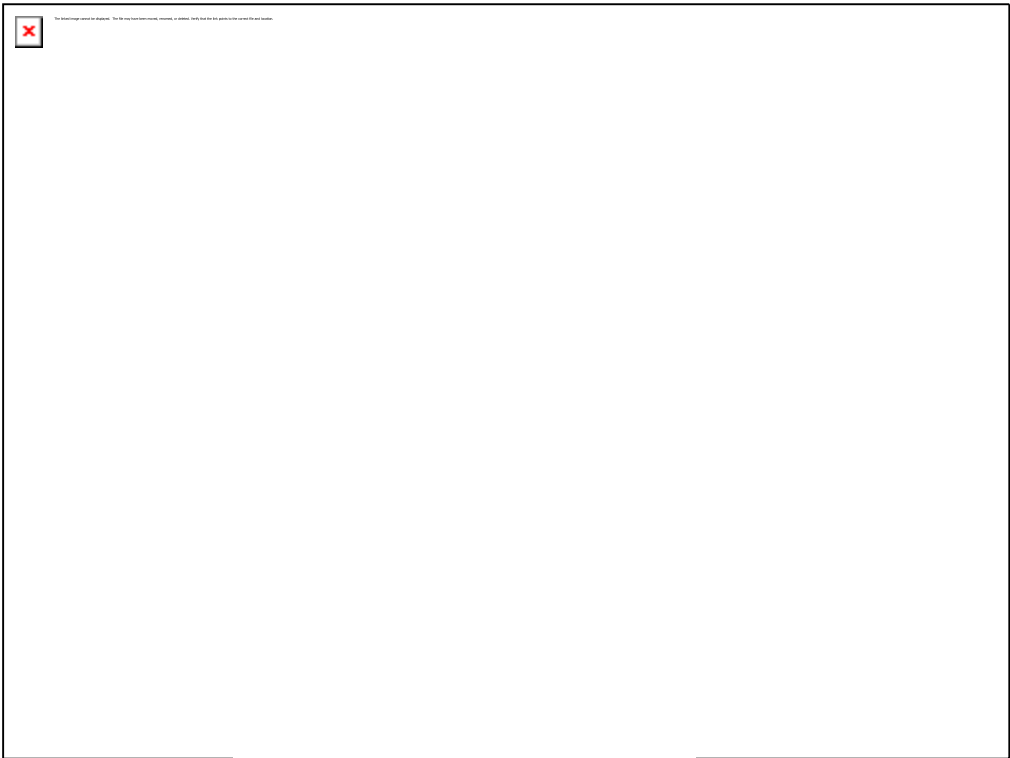


Figure 5.15 Question 15 Survey results



Figure 5.16 Question 16 Survey results

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if yes, please select the ROI appropriate for your organization: (Answer only one).

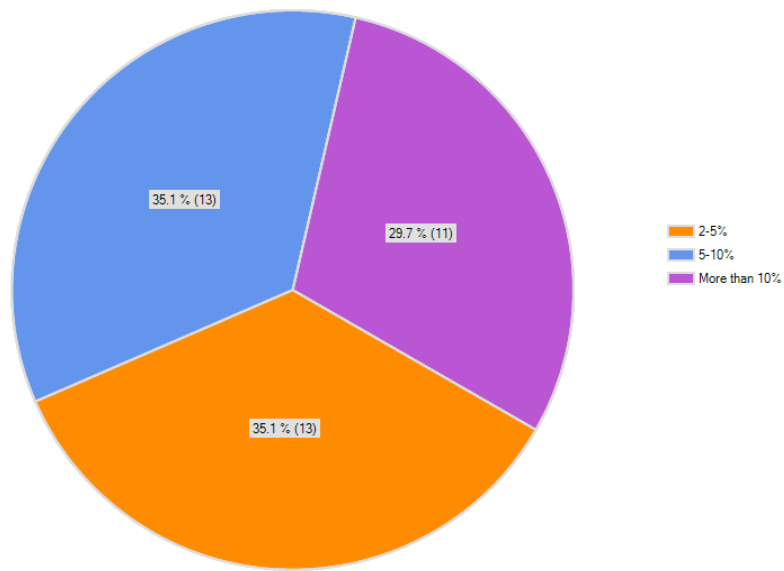


Figure 5.17 Question 17 Survey results

Portfolio Project Management in Philanthropic Organizations

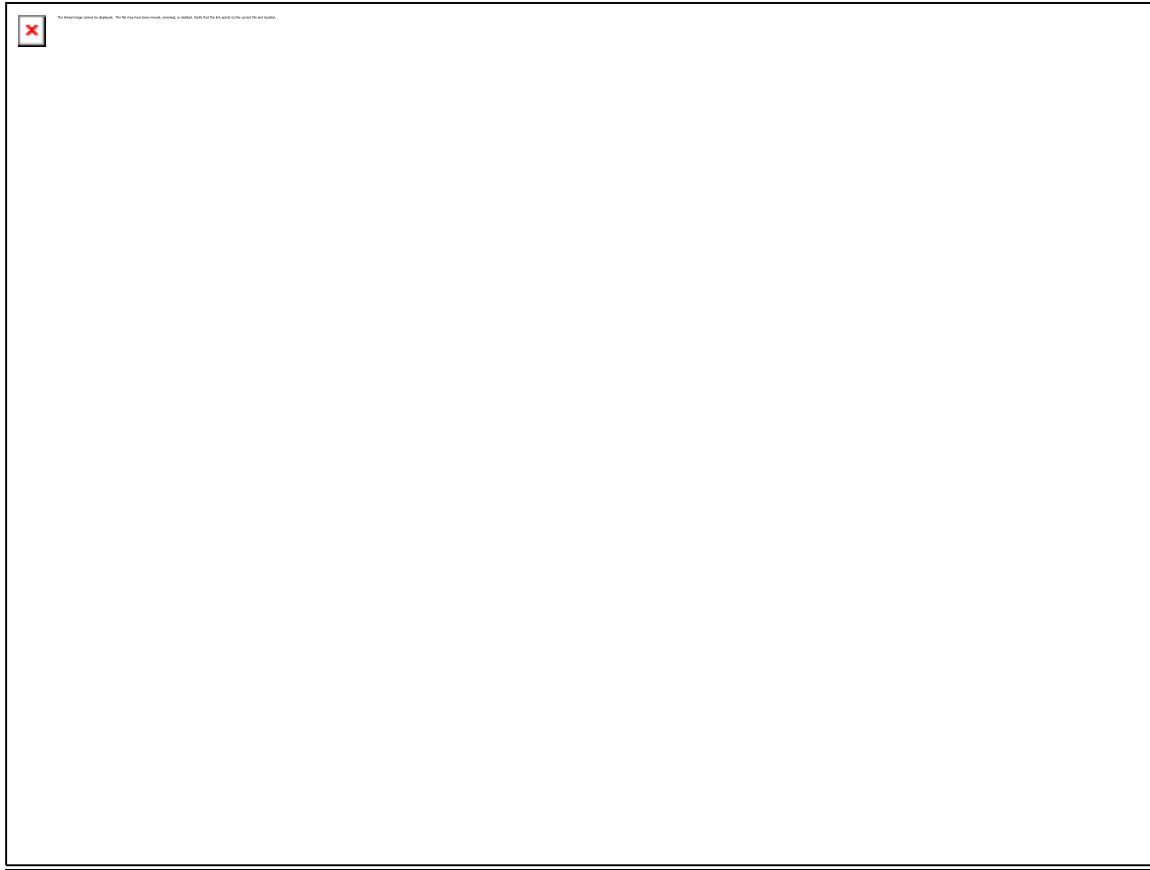


Figure 5.18 Question 18 Survey results

Question 19: Please free to provide any comment/suggestion on project management related to philanthropic work.

Results:

24 respondents out of the total 71 provided comments; those comments were grouped under two categories: PPM Challenges and PPM recommendations.

Below are the respondents' comments and suggestions:

PPM Challenges:

- ✓ There is lack of follow-up on achieving sustainability of projects, there is no regular evaluation, problem in documentation and recording of information and poor tools for monitoring progress
- ✓ Management of projects at our organization is poor, we lack human resources specialized in our field as well as developing concepts and technical tools
- ✓ Humanitarian projects conducted in Sudan and Arab world usually stem from humanitarian and good will reasons, and it does not depend on international standards in selection and execution because of poor independent funding and reliance on sponsors' orientations and project interests.

In addition, there is a lack of management expertise and lack of interest in considering academic perspectives in selecting and executing projects.

- ✓ Philanthropic organizations are not financial oriented and usually focus only on humanitarian aspects, which provides challenges to financial support

- ✓ NGOs depend on donations from international Organizations, stakeholders; each donor is having their own systems in managing, reporting, monitoring and evaluating projects progress, sometimes the recipient NGO have to comply with donor requirements that affects its entire system of managing projects.

Since NGOs are, in short or lacking financial resources to implement projects that are in line with its strategy this might affect the process of selecting projects, NGOs may specialize in certain social interventions that serve its mission

PPM Recommendations:

- Projects related to philanthropic work should not be dealt with in a corporate framework, since their risks are higher than those faced in the corporate settings and not always identified in the initial stages
- The management board must provide a good image of the philanthropic organization by being honesty in all their dealings. Good training must be provided to management and all employees.
- Setting of goals and expected indicators is very important in measuring performance and identifying progress of work
- It is important to increase awareness and educate all the personnel to maintain a high level of efficiency and flexibility in work which will reflect well on the humanitarian projects delivered
- There must be a clear and systematic/organized strategy for managing humanitarian projects while considering humanitarian concerns

- The project manager should be of high caliber and of excellent managerial skills
- Considering the beneficiaries of the projects is one of the important factors for placing a strategy for project management
- Humanitarian projects should have profit-generating projects supporting it; this will ensure sustainability of funding. Thus humanitarian organizations could be supported by their independent profit generating sub-projects away from the funders and sponsors influence and control, who may try to impose their own agenda and policies on the humanitarian work
- The Log-Frame approach in planning and reporting is very effective in portfolio management
- Any philanthropic service requires honesty and high moral values by management. Since this is related to servicing needy such as orphans, elderly and those lacking good education. Thus we suggest that management should act as a single body and aim to maintain values of: honesty, understanding, intelligence and hard work.

Question 20: Demographics-Respondent details: Job Role

Results of question 20:

- ✓ 43 of the 71 respondents provided details of their job roles. The job roles comprised the following groups: Higher Management, Middle management and General staff.

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- ✓ Higher Management group was found to be the largest group with 25 respondents comprising this group with job roles such as the following: Secretary General, Project Manager, Executive Managers, Vice Presidents, Planning and Monitoring manager, Organization Director, Department Head, Country Director, Finance Manager and Country Accountant.
- ✓ General Staff group was second after Higher Management in respondents count, with 11 identified job roles such as: Programme specialist, HR Analyst, Administrative Associate, Administrative Assistant, Program Planner, Software Engineer, System Administrator, Project Control Officer, Projects Planner, Logistics Officer and Humanitarian Financing Officer,
- ✓ Middle Management was found to be the smallest group, with 7 identified respondents with job roles such as: Department secretary and First Researcher

Question 21: All individual returns will remain confidential and anonymous. If you would like to receive a summary of the aggregated quantitative results of the survey, then please give an email address for sending: *Email (Voluntary)

Results of Question 21: 41 respondents provided their emails as contact information.

Chapter 6

Data Analysis

This chapter aims to analyze the data gathered using the research methods by addressing the research questions:

- RQ1: What is the current status of project portfolio management in philanthropic settings?
- RQ2: What are the general recommended portfolio approaches for philanthropic organizations?

- RQ3: What are the challenges and recommendations to successful portfolio management in philanthropic sector?

6.1. Exploratory Study Analysis

The goal of this section is to analyze the data gathered during the exploratory study while referencing each resource question.

RQ1: The majority of the interviewees were found to have general understanding on the concept of project portfolio management and its potential benefits. Most of the organizations were engaged in implementing large portfolio. This was highlighted by the high number of answers which stated that the organizations were “always” engaged in project portfolios.

However, the organizations seemed to have poor implementation of portfolio management processes. Since, the respondents first asserted the availability of a PPM process but failed to discuss a systematic process with clear steps and assigned responsibilities.

This was evident during the interviewee discussion, when most of the talks revolved around a basic approval process for initiating portfolios. However, there was consensus among the respondents on the need to investigate further PPM implementation for philanthropic organizations. This opens potential for further research in this field.

RQ2: The respondents were unable to identify a specific portfolio approach; in fact none of the respondents were able to name a recommended PPM approach in their field. The varying nature of projects and portfolios were mentioned as likely reason; since philanthropic organizations were found to be engaged in different project types.

The gathered feedback noted projects that included: social arts, culture, environment, education, technology, education, emergency response or training projects. Such variety in the project nature of the philanthropic sector could have lead to difficulty in generating specific portfolio approaches.

Another point discussed was the variance in the organizations' missions and visions that have lead to varying approaches used by each organization. However, it was highlighted that several generic best practices were available, which were followed by international organizations and UAE based organizations. Furthermore, this emphasizes the need for research in philanthropic field to investigate appropriate PPM approaches that would meet the requirements of those organizations.

RQ3: Traditionally, the philanthropic sector has been identified with being purely concerned with charitable considerations. However, the exploratory study identified that charitable concerns are not necessarily the most critical factor considered by philanthropic organizations. It was discussed that other factors such as: governmental policy and sustainability considerations could be considered of higher importance.

This poses a challenge to the implementation of PPM in philanthropic organization context; since it seems that there are several factors that need to be considered when selecting portfolios and projects.

In addition, the respondents' feedback provided a range of factors that can affect philanthropic organizations selection of project such as: sponsor preferences, budget limitations, resources required and many other factors. Thus one of the key elements of the portfolio management approach is to be capable of considering the different factors that comes into play.

Moreover, the study identified challenges to PPM implementation particularly due to issues faced in the philanthropic sector such as: funding orientations, budget limitations, availability of resources, in-effective prioritization of needs, absence of group decision making which lead to weak implementation of decisions or processes and timing constraints. The portfolio management approach should also be capable of tackling those issues.

6.2. Survey Analysis

The goal of this section is to analyze the data gathered by the survey and come-up with observations that address the research questions. Below is a general overview of the results followed by the results of the statistical analysis using SPSS software.

Note: All figures referred to in the below analysis are available in the previous chapter (Chapter 5: Data Collection).

General overview

As discussed in the early chapter, 71 respondents had participated in the survey from 15 philanthropic organizations in Sudan that included: international humanitarian organizations, locally based organizations and United Nations related bodies.

All questions were answered fully except for the demographic related questions. For instance, 43 of the 71 respondents provided their job role. The majority of those job roles were related to higher management: 25 respondents out of 43; almost 58% of respondents were related to higher management roles. The respondents also included general staff roles: 11 respondents out of 43; almost 26%. However, middle management roles were found to comprise the smallest numbers; 7 respondents out of 43; 16%.

RQ1: Generally the respondents seemed to be familiar with the general PPM concept; since the majority identified availability of a PPM process in their organizations: 74.6% while only 25.4% stated that they did not have a PPM process in place. (Refer to Figure 5.2 in previous chapter).

In general, the majority of the organizations were practicing PPM for more than 5 years (46.5%) concluding these organizations had adequate time to improve their PPM processes. Moreover there was a considerable percentage (33.8%) ;that has been practicing PPM processes for up to two years only (Refer to figure 5.3 in previous chapter). Furthermore, 74.6% stated that they had a department clearly responsible for implementing PPM. (Refer to Figure 5.7 in previous chapter)

Overall the majority (80.3%) of the respondents found Project Portfolio management very relevant to tackling philanthropic organizations issues or problems

RQ2: Almost half of the respondents 47.9% indicated their unawareness of recommended portfolio approaches for philanthropic organizations in their field. (Refer to Figure 5.14). However, on the mechanism of developing their PPM processes: most organizations (54.9%) have combined organization efforts with external consultation or use of PPM software in

order to develop their PPM process. Only a small minority hired consultants or implemented purely PPM software in order to do this (15.5%) (Refer to Figure 5.4.)

On the subject of PPM decision making, most of the respondents stated that they did not use any software to aid decision making: 54.9% rejected use of software. (Refer to figure 5.5). However, for those who used software, much of the software was found to be in-house developed (54.3%) (Refer to figure 5.6).

35.7% of the organizations were found to be always engaged in large portfolios of projects. (Refer to Figure 5.9). The majority reviewed their portfolios on a quarterly basis (53.5%) (Refer to figure 5.8). In regards to portfolio selection methods, the top two methods were identified to be: financial methods (56.3%) and Strategic approaches (42.3%). However, alarmingly a considerable number of respondents (19.7%) stated no-use of any method. (Refer to figure 5.10)

RQ3: Successful portfolio management requires consideration of all relevant factors when selecting portfolios . The survey results identified the four most absolutely essential factors for philanthropic portfolio selection to be first Pure Charitable inclinations followed by Local needs and budget limitations and lastly organization strategy. (Refer to Figure 5.11).

Charitable inclinations were also considered in another question by 81.7% of respondents as the most important factor for portfolio selection. (Refer to Figure 5.13)

Most organizations strongly disagreed with their current system for tracking project progress and status of projects in lined with organization strategy and objectives.(Refer to 5.18). This indicates that organizations have not yet reaped the main benefit of PPM which is to align project and portfolios with their organization's strategy. This is evident from the high percentage of respondent who did not know the percentage of ROI gained from PPM implementation (49.3%, refer to Figure 5.16)

The survey identified the top three challenges to effective portfolio management to be (in decreasing order of importance): Lack of clear organizational strategy or objectives, Lack of effective project portfolio managers and lack of information on resources.

Another challenge was identified by one of the survey respondents: Humanitarian projects conducted in Sudan and the Arab world usually stem from humanitarian reasons; projects usually face funding difficulties and sponsor influences that greatly affect project selections. This can lead philanthropic organizations to comply with donor requirements; even if it affects its whole process of selection. In addition the humanitarian field lack management expertise and suffer from relatively low academic interest.

The survey also gathered recommendations for effective portfolio management in philanthropic settings. Below is a summary of the main points:

- Projects related to philanthropic work should not be dealt with in a corporate framework, since their risks are higher than those faced in the corporate settings and not always identified in the initial stages
- Any philanthropic service requires honesty and high moral values by management. Since this is related to servicing needy such as orphans, elderly and those lacking good education. Thus we suggest that management should act as a single body and aim to maintain values of: honesty, understanding, intelligence and hard work.
- Setting of goals and indicators is very important in measuring performance and identifying progress of work. The project portfolio manager should be of high calibre and of excellent managerial skills
- It is important to increase continuously educate all related personnel, to maintain a high level of efficiency and flexibility in work; that would reflect well on the humanitarian projects delivered
- There must be a clear strategy for managing humanitarian projects while considering humanitarian concerns. Considering the beneficiaries of the projects is one of the important factors for placing a strategy for project management

- Humanitarian projects should have profit-generating sub-projects; those will ensure funding sustainability. Thus humanitarian organizations could be supported by their independent profit generating sub-projects away from the funders and sponsors influence and control, who try to impose their own agenda and policies on the humanitarian organization.

Results of Data Analysis using SPSS

Implementation of PPM in philanthropic organizations

A total of 71 respondents were surveyed on the implementation of Project Portfolio Management and the factors affecting the implementation of PPM in philanthropic organizations were analyzed.

General analysis of the surveyed sample

14 Respondents surveyed ranked their organizations as small, 29 as medium and 28 as large sized organizations. 33 respondents stated that their organisations were practicing PPM over 5 years while 14 respondents came from organisation that were practicing PPM over 3 years.

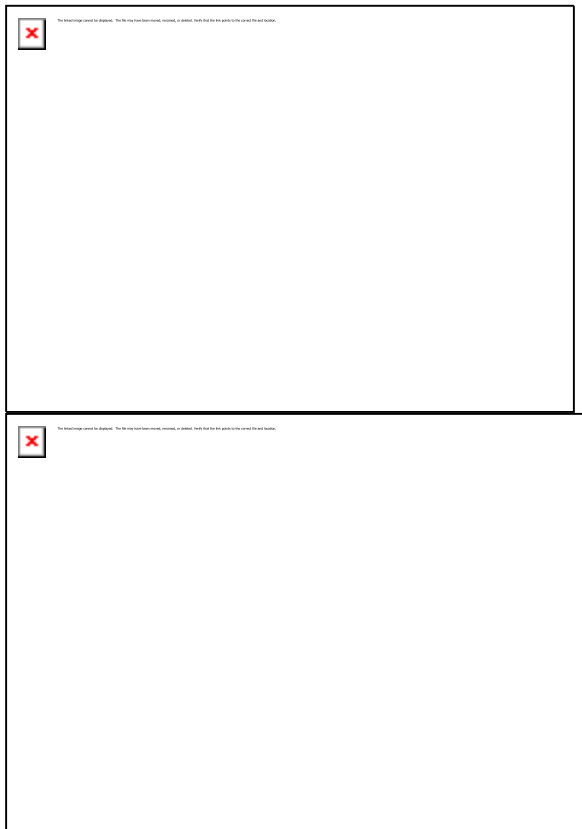


Figure 6.1 Organization's size and PPM practicing duration

There are 39 respondents whose PPM practicing organizations PPM process was developed as a customized tool with external consultation and PPM software. Most common project management software like Microsoft project management and primavera were used by 50% of the organisation. Also more than 50 % of the samples performed project reviews quarterly. PPM methods like financial methods and strategic approaches were widely used in selecting portfolios. Bubble diagram is used in determining the priority of the project and comparison between the costs.

Analyzing the factors affecting PPM implementation in philanthropic organizations

There are various factors affecting selection of project portfolios. Factors like pure charitable inclination, sponsor or funder preference, government policy, local needs, organisation strategy, budget limitation were included in the survey questions.

The influences of these factors on selecting project portfolios were analysed using linear correlation to understand the linear significance of the factor affecting PPM implementation:

Correlation:

Correlation is a statistical technique that can show whether and how strongly pairs of variables related. For example selecting project portfolios related to organizations engaged in large portfolios. The correlation model called Pearson correlation is used in analysis. The correlation coefficient ranges from -1.0 to +1.0. The closer the correlation coefficient to +1 or -1, the more closely the two variables have relation. If the correlation coefficient is positive then the variables are correlated linearly, while if the correlation coefficient is negative then the variables are correlated non linearly.

Table 6.1 Analysis of correlation between organisation engaged in large portfolio of project with selecting project portfolios in philanthropic organizations

Correlations			
		Organisation Engaged In Large Portfolio	Selecting Project Portfolios
Organisation Engaged In Large Portfolio	Pearson Correlation	1	.197
	Sig. (2-tailed)		.100
	N	71	71

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Selecting Project Portfolios	Pearson Correlation	.197	1
	Sig. (2-tailed)	.100	
	N	71	71

Result:

Pearson correlation coefficient is 0.197 which positive illustrates that the variables are linearly correlated. The significant 2 tailed test illustrate that there is 1/10 (0.1) changes of sampling error in rejecting the acceptance of linear correlation between Selecting project portfolios and organisation engaged in large portfolio.

Table 6.2 Analysis of correlation between factors influencing project portfolios.

(The variables analyzed were pure charitable inclination, sponsor or funder preference, government policy, local needs, organisation strategy, budget limitation.)

		Correlations						
		Pure Charitable Inclination	Sponsor Funder Preference	Government Policy	Local Needs	Organisations Strategy	Budget Limitation	Selecting Project Portfolios
Pure Charitable Inclination	Pearson Correlation	1	-.007	-.124	.086	-.035	.040	.310**
	Sig. (2-tailed)		.954	.303	.476	.771	.741	.008
	N	71	71	71	71	71	71	71
Sponsor Funder Preference	Pearson Correlation	-.007	1	.201	.189	.034	.065	.529**
	Sig. (2-tailed)	.954		.092	.114	.779	.588	.000
	N	71	71	71	71	71	71	71
Government Policy	Pearson Correlation	-.124	.201	1	.050	.117	.045	.456**
	Sig. (2-tailed)	.303	.092		.677	.330	.709	.000
	N	71	71	71	71	71	71	71

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Local Needs	Pearson Correlation	.086	.189	.050	1	.392**	.301*	.640**
	Sig. (2-tailed)	.476	.114	.677		.001	.011	.000
	N	71	71	71	71	71	71	71
Organisations Strategy	Pearson Correlation	-.035	.034	.117	.392**	1	.425**	.601**
	Sig. (2-tailed)	.771	.779	.330	.001		.000	.000
	N	71	71	71	71	71	71	71
Budget Limitation	Pearson Correlation	.040	.065	.045	.301*	.425**	1	.544**
	Sig. (2-tailed)	.741	.588	.709	.011	.000		.000
	N	71	71	71	71	71	71	71
Selecting Project Portfolios	Pearson Correlation	.310**	.529**	.456**	.640**	.601**	.544**	1
	Sig. (2-tailed)	.008	.000	.000	.000	.000	.000	
	N	71	71	71	71	71	71	71

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Result:

We understand that selecting project portfolios is highly influenced by Local needs as the correlation coefficient is 0.64. Also factors like organisation strategy, sponsor funder preference; budget limitation significantly effects the selection of project portfolios. Charitable inclinations, Government policy do not show high correlation with selection of protect portfolios.

Table 6.3A. Analysis of correlation factor influencing barriers to effective PPM in philanthropic organization's (first 5 factors)

		Correlations					
		Lack of Clear Organisation Strategy	Lack Executive Support	Lack of Cooperative Environment	Poor Monitoring Process	Lack of Information On Resources	Barrier To Effective PPM
Lack of Clear Organisation Strategy	Pearson Correlation	1	.306**	.328**	.320**	.414**	.555**
	Sig. (2-tailed)		.010	.005	.006	.000	.000
	N	71	71	71	71	71	71
Lack Executive	Pearson Correlation	.306**	1	.351**	.170	.328**	.554**
	Sig. (2-tailed)	.010		.003	.156	.005	.000

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Support	N	71	71	71	71	71	71
Lack of Cooperative Environment	Pearson Correlation	.328**	.351**	1	.331**	.449**	.677**
	Sig. (2-tailed)	.005	.003		.005	.000	.000
	N	71	71	71	71	71	71
Poor Monitoring Process	Pearson Correlation	.320**	.170	.331**	1	.502**	.684**
	Sig. (2-tailed)	.006	.156	.005		.000	.000
	N	71	71	71	71	71	71
Lack of Information On Resources	Pearson Correlation	.414**	.328**	.449**	.502**	1	.753**
	Sig. (2-tailed)	.000	.005	.000	.000		.000
	N	71	71	71	71	71	71
Barrier To Effective PPM	Pearson Correlation	.555**	.554**	.677**	.684**	.753**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	71	71	71	71	71	71

** . Correlation is significant at the 0.01 level (2-tailed).

Result:

The factors such as lack of information on resources, poor monitoring process, lack of cooperative environment acts as barrier to implementation of PPM in NGO's significantly. Also lack of organisation strategy and lack of executive support effected implementation linearly.

As the significant value is very low (0.005), there are 5/1000 change of sampling error, hence there are strong and linear of correlation of the factors effecting barriers to the implementation of PPM.

Table 6.3 B Analysis of correlation factor influencing barriers to effective PPM in philanthropic organization's (first 5 factors)

Correlations							
		Barrier To Effective PPM	Lack Information on Project Metrics	Ineffective Prioritization of Projects	Absence Of Accountability Measures	Lack of Portfolios Managers	Having Poor Repository Project Information
Barrier To Effective PPM	Pearson Correlation	1	.833**	.729**	.730**	.605**	.724**
	Sig. (2-tailed)		.000	.000	.000	.000	.000

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	N	71	71	71	71	71	71
Lack of Information on Project Metrics	Pearson Correlation	.833**	1	.556**	.592**	.339**	.623**
	Sig. (2-tailed)	.000		.000	.000	.004	.000
	N	71	71	71	71	71	71
Ineffective Prioritization of Projects	Pearson Correlation	.729**	.556**	1	.549**	.325**	.499**
	Sig. (2-tailed)	.000	.000		.000	.006	.000
	N	71	71	71	71	71	71
Absence Of Accountability Measures	Pearson Correlation	.730**	.592**	.549**	1	.322**	.554**
	Sig. (2-tailed)	.000	.000	.000		.006	.000
	N	71	71	71	71	71	71
Lack of Portfolio Managers	Pearson Correlation	.605**	.339**	.325**	.322**	1	.409**
	Sig. (2-tailed)	.000	.004	.006	.006		.000
	N	71	71	71	71	71	71
Having Poor Repository Project Information	Pearson Correlation	.724**	.623**	.499**	.554**	.409**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	71	71	71	71	71	71

** . Correlation is significant at the 0.01 level (2-tailed).

Results

The factors like lack of information on project metrics, ineffective prioritization of projects, absence of accountability measures, having poor repository for project information acts as barrier to implementation of PPM in philanthropic organization's significantly. Also lack of effective portfolio managers affected implementation linearly.

As the significant value is very low (0.000), there are 0/1000 change of sampling error, hence there are strong and linear of correlation of the factors effecting barriers to the implementation of PPM.

Table 6.4 A. General Factor affecting PPM implementation in the organisation currently

		Correlations			
		Current Situation In organization Implementing PPM	Organisation Project In Line With Strategy	Selected Project Delivered On Time	Organisation Resources Spread Evenly
Current Situation In NGOs Implementing PPM	Pearson Correlation	1	.545**	.697**	.604**
	Sig. (2-tailed)		.000	.000	.000
	N	71	71	71	71
Organisation Project In Line With Strategy	Pearson Correlation	.545**	1	.431**	.101
	Sig. (2-tailed)	.000		.000	.403
	N	71	71	71	71
Selected Project Delivered On Time	Pearson Correlation	.697**	.431**	1	.271*
	Sig. (2-tailed)	.000	.000		.022
	N	71	71	71	71
Organisation Resources Spread Evenly	Pearson Correlation	.604**	.101	.271*	1
	Sig. (2-tailed)	.000	.403	.022	
	N	71	71	71	71

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Results:

The analysis confirms that PPM helps in spreading resources evenly, Project delivered on time and the selected projects are aligned with strategy. The correlation between the variables is linearly and significantly high. The significance of error is slightly higher for factors organization aligned with strategy and Project delivered on time as there are other external factors influencing project delivery.

Table 6.4B. General Factors affecting PPM implementation in the organisation currently.

		Correlations				
		Current Situation In organization Implementing PPM	Current Portfolio Management Smoothly	Current Portfolio Management Satisfactory	Current Processs Have Lead To Cost Saving	Current System For Tracking Satisfactory
Current Situation In NGOs Implementing PPM	Pearson Correlation	1	.865**	.831**	.719**	.745**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	71	71	70	71	71
Current Portfolio Management Smoothly	Pearson Correlation	.865**	1	.703**	.612**	.703**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	71	71	70	71	71
Current Portfolio Management Satisfactory	Pearson Correlation	.831**	.703**	1	.541**	.602**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	70	70	70	70	70
Current Process Have Lead To Cost Saving	Pearson Correlation	.719**	.612**	.541**	1	.454**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	71	71	70	71	71
Current System For Tracking Satisfactory	Pearson Correlation	.745**	.703**	.602**	.454**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	71	71	70	71	71

** . Correlation is significant at the 0.01 level (2-tailed).

Results:

The analysis confirm that PPM implementing organization in current situation have PPM running smoothly, satisfactory, leading to cost saving, satisfactory tracking and monitoring process.

Factors like current portfolio management running smoothly, current portfolio management satisfactory, current process having lead to cost saving, current system for tracking satisfactory are linearly correlated and hence help us to conclude that these factors supported the philanthropic organizations to succeed in project portfolio management.

Chapter 7

Discussion

Chapter Objective

The purpose of this chapter is to provide a discussion on the research findings in reference to the research questions below:

The research questions were:

- ✓ RQ1: What is the current state of project portfolio management in philanthropic settings?
- ✓ RQ2: What are the general recommended portfolio approaches for philanthropic organizations?
- ✓ RQ3: What are the challenges and recommendations to effective portfolio management in philanthropic sector?

Discussion of the research findings

RQ1: below are the research findings:

Poor implementation of Project Portfolio Management in philanthropic settings:

Based on the literature reviewed and the undertaken research it was concluded that Project Portfolio Management has been poorly applied in philanthropic settings.

The investigative research could not find adequate literature on portfolio management pertinent to philanthropic settings. In contrast, several PPM approaches and literature were richly found related to the for-profit sector (Cooper et al 2001b).

The research provides several reasons for this identified gap in the philanthropic field: The philanthropic field is still an emerging field that operates without a settled doctrine or

established framework (Frumkin 2006). Thus it is a field that is lacking in research and development and has not been focused upon by researchers and scholars.

Moreover, the philanthropic field faces several obstacles that could hinder PPM implementation. Non-availability of ample resources and funding are main concerns faced by the philanthropic field as discussed in the literature review. (Balin 2003, Benedict 2003a, Desai and Kharas 2008). This poses a great challenge to PPM implementation; since researchers rank resource allocation as the top issue that needs consideration for successful portfolio management (Cooper *et al*, 2000).

When analyzing the reason behind the resource allocation issue, Cooper *et al* (2000) discussed how running more than one project simultaneously affects this. This is very relevant to the Philanthropic sector which is a project- oriented field and that is witnessing an increase in their activities due to increased amount of donations received.

In addition the literature state that the philanthropic sector suffers from fragmentation that hinders gathering of lessons learnt and poses research problems to relatively any research attempt (Help 2007, Kharas 2008, Porter and Kramer 1999, Sandfort 2008). Moreover, lack of standard measures for performance and indicators makes project portfolio selection difficult; since assessment and comparisons between projects or portfolios would be difficult to perform. This point was highlighted by one of the respondents in the exploratory study who stated:

“Setting of goals and indicators is very important in measuring performance and identifying progress of work. The project portfolio manager should be of high calibre and of excellent managerial skills”

Another potential reason is the fact that modern portfolio management was primarily based on the Nobel-prize winning economist Harry Markowitz (1959) work on developing a financial portfolio selection and capital allocation theory (Levine 2005).

Thus, utilizing financial based portfolio approach to managing portfolio or projects of social nature might be unpractical and would present obstacles to the PPM implementation and use in the Philanthropic sector.

Data feedback from the exploratory study and survey also supports this; since respondent could not identify any known portfolio management approach related to philanthropic organization setting.

Critical factors influencing current philanthropic portfolio selection decisions

One of the research findings is the observation that many factors apart from charitable orientations affect portfolio decision makings in philanthropic organizations.

Interestingly, 81.7% of the survey respondents had identified charitable considerations as one of the most critical factors of portfolio selection. (Figure 5.13).

However, SPSS data analysis results indicated that current PPM practicing organizations were highly influenced by local needs, followed by organizational strategy and Budget limitations. In fact, (Local needs Pearson correlation coefficient) was found to be the highest (0.640), followed by organizational strategy (0.601) and budget limitation (0.544).

However, charitable inclinations were found to be of weak influence on portfolio decisions; its Pearson correlation coefficient was found to be (0.310). Thus, the results point out very clearly that philanthropic portfolio decisions are not only based on purely charitable inclinations; but rather a variety of factors are considered.

On the same note, many researchers have pointed out the importance of considering all relevant issues, when selecting portfolios (*Cooper et al 2000*). Thus, it appears that philanthropic organizations are successfully considering this important point.

Relevance of PPM to philanthropic organization

The research concluded that philanthropic organizations could significantly benefit from effective PPM.

The literature pointed out that most philanthropic organizations did not possess a strong strategic plan (Frumkin 2006). This may cause philanthropic organizations to make poorly made decisions and progress without following a clear vision or mission.

In addition, the scale of giving has grown largely in our current times; the non-profit sector is receiving unprecedented amounts of money (Goldberg 2009). Moreover, the combination of absence of strong strategic plan and increased scale of giving is likely to cause unwise selection of social projects and portfolios. These projects would not be able to achieve the maximum social impact desired by their organizations.

As discussed from the literature, project portfolio management aims to achieve the optimal mix of project that would best achieve the organization goals aligned with the organizations' strategies (Dye and Pennypacker 1999, Levine 2005 and Moustafev 2011).

Thus, implementing PPM in philanthropic organization would assist in the founding of a sound organizational strategy and the selection of projects portfolios of maximum social impact. It was very clear that survey respondents also had positive view of PPM value; since the survey results indicated that %80.3 considered PPM relevant to Philanthropic organizations and agreed that PPM has potential for tackling issues or problems being faced in the field (Refer to Figure 5.14). Moreover, SPSS data analysis results indicated that PPM implementing organizations had projects running smoothly, satisfactory, leading to cost saving, satisfactory tracking and monitoring process.

RQ2: below are the research findings:

Lack of portfolio management approach for philanthropic organizations and need for a revised portfolio approach:

Although many approaches were found in the literature for profit oriented organizations, no portfolio management approach was mentioned for philanthropic organizations. The main obstacle was understood to be in the nature of philanthropic work; which is different in nature to profit-oriented work that focuses on maximizing financial value.

This poses a problem because much of the PPM approaches available rely on analyzing financial efficiency of the proposed projects; since it was based on the financial portfolio selection and capital allocation theory of Harry Markowitz (1959).

The survey respondents answers matches this finding; since almost 47.9% (Figure 5.15) of the respondents could not identify any PPM approach relevant to their organizations. This was also supported from the exploratory stage (Table 5.11), in which respondents had vaguely mentioned other organizations involvement in PPM approaches that they were not aware off. However, one of the Project Managers (Interviewee5) had commented on the issue of unavailability of any direct PPM approach in philanthropic settings. He elaborated that he was aware only of generic practices and international standards.

Research work was found by Norrie (2006) that confirmed the need for a strategically based PPM approach due to philanthropic settings being usually absent of financially-oriented decisions.

RQ3: below are the research findings.

Note: Research Recommendations for addressing these challenges have all been provided in the Recommendations section.

❖ Challenge of philanthropic nature and strategy gap

The study identified that the main challenge to effective portfolio management lies in the nature and current state of the philanthropic sector. The research has identified that philanthropic work has many different forms and ambitions (Frumkin 2006). Various organizations are involved in this sector and this field largely operates without a settled doctrine or sound accountability measures.

In addition, the sector suffers from work fragmentation which is a continuing problem being faced (HELP 2007, Kharas 2008, Porter and Kramer 1999, Sandfort 2008). Furthermore, strategy gap in the philanthropic sector is an issue that needs to be addressed. Thus, implementing PPM would face difficulty due to the variety in missions, practices and lack of good strategy of philanthropic organizations.

❖ Challenge of lack of reliable funding

Receiving reliable funding was found to be one of the main issues of philanthropic organizations. The research identified that inconsistent funding can put unnecessary strain on

philanthropic organizations and divert their attention from quality portfolio implementation to weak portfolio decisions due to budgeting concerns and influencing of sponsors. Data results support this; which states that sponsor funder preferences and budget limitations highly influence portfolio selection decisions; due to this weakness.

❖ Challenge of non-profit information gap

The research identified that the non-profit sector produces inadequate information about its social impact. Much of the information is of little value and provides unreliable observations.

A possible reason for this is the difficulty in accessing information about social issues and organizations working on those issues. This was realized during the process of data collection; data access was very difficult although approval was initially granted and the intention of doing research for education purposes was emphasized.

Another reason is the measurement challenges due to fragmentation of practices and non-unified indicators. As a result philanthropic organizations performance cannot be measured using standard metrics or indicators; which leads to scarcity in quality information.

❖ Challenge of transparency and accountability

Philanthropic foundations have often been criticized for their lack of transparency and accountability. The literature discusses that foundation decisions are often sensed to be opaque and lacking in effective internal and external accountability measures (Frumkin 2006, Guidice and Bolduc 2004, Porter and Kramer 1999).

Data analysis using SPSS also identified absence of accountability measures as significant barrier to implementation of PPM in organizations (Correlation coefficient was found to be: 0.730; greater than 0.5).

Chapter 8

Recommendations and Conclusion

This chapter provides recommendations to address the challenges identified in the study, suggestions for future research and the overall conclusion of the research.

8.1. Recommendations

Below are recommendations to address the identified challenges in the research:

1. Recommendation to develop a revised PPM approach for philanthropic organizations

The research concludes that PPM implementation in philanthropic organizations requires a revised PPM approach that would enable decision makers to analyze the strategic relevance of the proposed projects and enable philanthropic organizations to select and manage the most strategic portfolio of projects.

This too has been confirmed in the exploratory study and survey; since results showed low awareness of any portfolio approach specific to philanthropic work and much of the respondents agreed in pursuing further PPM study in philanthropic settings. This point was also raised in literature through research by Norrie (2006) who discussed that the public sector lacked in PPM models that strategically evaluated projects and proposed a strategic model.

Furthermore, it is recommended that the to-be developed model considers the factors of local needs, organizational strategy and budget limitations; because they are highly important to their philanthropic organizations.

2. Recommendation for more research on PPM implementation in Philanthropic settings

The research concluded lack of studies on PPM implementation in Philanthropic settings. It also identified the potential benefits of conducting such research. The results of data analysis using SPSS support this. Since it was found from analysis that: PPM helped philanthropic

organizations deliver projects on time and in selecting projects that were aligned with strategy.

Furthermore the respondents in the exploratory study and survey stated their agreement that there is need for further study of PPM in relevance to philanthropic organizations.

3. Recommendation for supporting new funding resolution:

The research identifies that the philanthropic sector would always face funding challenges; since funding is one of the core weaknesses of the philanthropic sector. Thus, focus should be on investigating means that could support philanthropic efforts on this such as: establishing best practices, sharing knowledge on cost reduction techniques, brainstorming various funding resolutions or establishing contacts with key stakeholders that could provide support on this.

In addition, philanthropic organizations could initiate profit-generating sub-projects as funding solution. This will also provide them with some freedom from sponsor influences.

4. Recommendation for conducting joint industry studies in philanthropic field:

The research recommends development of joint and integrated approaches to philanthropy. There is much need for establishing standards, performance metrics and accountability measures that requires joint efforts and coordination from the philanthropic personnel.

The research indicates that establishment of standards and addressing of known philanthropic issues such as lack of accountability and absence of sound strategies; would lay a strong foundation for facilitating successful PPM implementation.

A good example is the recommendation made by the US HELP Commission (2007) of development of an integrated approach to foreign aid to address this same concern. In addition, studies should focus also on strategy building to improve philanthropic work generally and portfolio management practices (Frumkin 2006).

8.2. Suggestions for future research

Below are suggestions for future work identified from the research:

1. Researching unified metrics for philanthropic organizations:

Research that tackles definition and unification of the standard scales for measuring philanthropic performance is suggested. Further research on this issue would assist in forming a unified solid measure that would be useful in assessing the variety of philanthropic organizations and providing a good base for future researches in the philanthropic field.

2. In-depth Researching on factors affecting portfolio decisions

Research with focus on rigorous analysis of the critical factors affecting portfolio decisions is required. Time limitations and difficulty in obtaining a high number of responses; prevented achieving of this in the conducted research.

However there is a need to further examine the factors and the reasons behind their influence on decision making. This would improve the understanding of the factor roles and their relations to the philanthropic organizations.

8.3. Conclusion

The main aim of this research was to investigate the concept of portfolio management in the philanthropic environment, identify the main challenges to its implementation and provide recommendations to its effective management. This was undertaken by reviewing the available literature on the two main topics: portfolio management and philanthropy.

This was followed by an exploratory study to draw a more comprehensive picture about the subject; since the topic was found to be poorly researched. Upon completion of the

exploratory study, a survey was distributed among philanthropic organizations in Sudan. In doing this, the research sought to build an integrated framework capable of generating beneficial findings and used by future research.

The research concluded that effective portfolio management in the philanthropic field required a revised approach that enables assessment of strategic value of projects and management of the most strategic portfolio of projects.

PPM was found to be of potential benefit to the Philanthropic sector due to its ability of addressing the strategy gap found in this field. However, because of the time limitations of the research and moderate sample size; further empirical investigations and experimental research on the topic is necessary to support the research results.

None the less, the researcher agrees with Frumkin (2006) who had emphasized that the field of philanthropy is still emerging and establishing its cores definitions and doctrines. Thus this makes the philanthropic field a tempting target for analysis and study; one that appears ripe for systematic thinking and reconceptualization (Frumkin 2006).

The researcher ends by hoping that this study has produced valuable research and contributed to enhancing effective philanthropy of maximum social value to society.

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